

THE ROLE OF THE DISTRICT AGRICULTURAL AGENT
IN THE KANSAS EXTENSION SERVICE

by

WILLIAM CLAY HUNDLEY, JR.

B. S., Kansas State University, 1951

A MASTERS THESIS

submitted in partial fulfillment of the

requirements for the degree

MASTER OF EDUCATION

College of Education

KANSAS STATE UNIVERSITY
Manhattan, Kansas

1967

Approved by:

Robert L. Johnson
Major Professor

LD
2668
T4
1967
H933
C.2

ACKNOWLEDGMENTS

The author wishes to express appreciation for the guidance and counsel of Dr. Robert L. Johnson, major advisor, Dr. Wilbur E. Ringler and Dr. Paul E. Sanford, members of the advisory committee.

A sincere appreciation to the Board of Regents, through Kansas State University and the Cooperative Extension Service for the granting of sabbatical leave to make possible the period of study necessary to complete requirements for the Master of Science degree in Extension Education.

Also, appreciation to Margaret, my wife, who supported this period of study and thesis preparation immeasurably with her interest, understanding and assistance.

AUTOBIOGRAPHY

William Clay Hundley, Jr. was born February 8, 1929, in Atchison, Kansas. The first born of eight children (five boys and three girls) to Mr. and Mrs. William Clay Hundley, Sr.

The family moved to a farm, one and one-half miles South of Horton, Kansas in 1932. The parents currently own and operate the farm.

The author attended New Malden grade school, Atchison County Community High School at Effingham, Kansas, and received the B. S. degree in Agriculture Education from Kansas State College in June, 1951.

College graduation was followed by three years service in the United States Marine Corps from December 1951 to December 1954. The author received an honorable discharge with the rank of sergeant.

The author joined the Kansas Cooperative Extension Service in April 1955, and has served in the following positions:

County Club Agent	Douglas County 1955-1964
Extension Specialist in Poultry Production and Management	Extension Division Kansas State University 1964-1965
Sabbatical Leave	Graduate Student Kansas State University 1965
County Club Agent	Butler County 1966-

Margaret Anne Parks and the author were married October 12, 1958, and have three children, Pamela Sue - 7 years, Mark William - 5 years and David Eugene - 3 years.

The author is a member of the Methodist Church, the Kansas Association of County Club Agents, the National Association of County Club Agents, Epsilon Sigma Phi, and Phi Delta Kappa.

TABLE OF CONTENTS

CHAPTER	PAGE
ACKNOWLEDGMENTS	ii
LIST OF TABLES	vi
I. INTRODUCTION	1
Purpose and Objectives	2
Scope and Procedure	3
Glossary	4
II. REVIEW OF LITERATURE	6
Role	9
Statistics	12
III. ANALYSIS OF DATA	14
Extension Administrators	15
District Agricultural Agents	24
District Home Economics Agents	32
County Agricultural Agents	41
County Home Economics Agents	49
County Club Agents	59
IV. SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS	67
Summary	67
Conclusions	73
Recommendations	76
SELECTED BIBLIOGRAPHY	77
APPENDIX A	81

CHAPTER I

INTRODUCTION

There are a wide range of opinions regarding the role of the district agricultural agent in this new era of expanding and ever-changing extension programs. Many extension workers do not have a clear concept of what is expected of them in their job, nor do they have a clear-cut standard by which to measure their own performance.¹

Harold E. Jones, Director of the Kansas Extension Service, prepared an outline of duties or functions of the district agricultural agent in Kansas.²

The role of the district agricultural agent consists of responsibilities, duties and or functions as expected of him by at least three distinct groups of people. One is composed of the district agricultural agents, another, the administrators to whom they are directly responsible and a third group consists of the county agents supervised by the district agricultural agent.³

Role may be defined as containing two parts: (1) the location or position of an individual within a social system or institution; and

¹The State Committee on Extension Training, "Report to the Director of Extension" (Manhattan: Kansas State Extension Service, April, 1963), p. 9. (Mimeographed.)

²Harold E. Jones, "Organization Plan and Duties for Kansas Extension Service" (Manhattan: Extension Service, Kansas State University, Revised, January, 1960), p. 11. (Mimeographed.)

³Eugene Jacobson, W. W. Charters, Jr., and Seymour Lieberman, "The Use of the Role Concept in the Study of Complex Organizations," Journal of Social Issues, 7:18, 1961.

(2) the behavior of the individual within a social system or institution.⁴

Role perception is what a person thinks (perceives) he ought to be doing and how he ought to be doing it. It is developed from two sources; one's own ideas of what he ought to be doing; and how he perceives what other people think he ought to be doing. Realistic role perception is usually a combination of the two.⁵

The degree of agreement regarding the perceived ideal and actual role; and the extent of disagreement or variability among position groups as to the perceived ideal and actual role are both aspects of role consensus.⁶

Purpose and Objectives

It is the purpose of this study to determine the role of the district agricultural agent in the Kansas Extension Service as perceived by the extension administrative staff, district agricultural agents, district home economics agents, county agricultural agents, county home economics agents and county club agents.

⁴ Curtis Trent, "The Administrative Role of the State 4-H Leader in Selected States—A Study in Role Perception" (Unpublished Ph.D. thesis, University of Wisconsin, 1961).

⁵ Laurel K. Sabrosky, "Role Perception of the County 4-H Club Agent," Extension Research and Training, Federal Extension Service, United States Department of Agriculture.

⁶ Ibid.

Objectives of the study are:

1. To determine the emphasis that was currently being given selected functions of the district agricultural agent as perceived by extension personnel.
2. To determine the emphasis that should be given selected functions of the district agricultural agent as perceived by extension personnel.
3. To identify those functions in which the difference between the emphasis that was given and the emphasis that should be given a specific function was significant, as perceived by extension personnel.

Scope and Procedure

The study included all administrators, district agricultural agents, district home economics agents, county agricultural agents, county home economics agents and county club agents in the Kansas Extension Service.

Data were collected by a mailed questionnaire developed around fifteen broad functions for extension supervisors, as shown in appendix A. The functions were identified in similar extension studies and were approved for use in this study by a committee of Kansas Extension Service administrators and Extension Education graduate students. A biographical data sheet was used to gather background information regarding the respondents age, academic degree, etc., as of December 1, 1964.

The functions were evaluated by extension personnel in each of two ways: (a) on the basis of current emphasis and (b) on the basis of desired emphasis. A scale of five, four, three, two and one was used to indicate the degree of emphasis a respondent felt each function should receive and the degree of emphasis he felt it was given. A score of five indicated major emphasis, four indicated important emphasis, three indicated intermediate emphasis, two indicated minor emphasis and one indicated no emphasis. An analysis of these data is presented in Chapter III.

Data were analyzed by the use of percentages and chi-square to determine the difference between the emphasis given functions and the emphasis that should be given them as perceived by extension personnel, classified by type of position.

Glossary

The Kansas Extension Service refers to the Cooperative Extension Service as it functions at both the state and county level in Kansas. Administratively, it is a Division of the College of Agriculture, Kansas State University, Manhattan, Kansas. This is made possible through a cooperative agreement with the Federal Extension Service, United States Department of Agriculture.

The administrator is an employee of the Extension Service who is a member of the administrative branch of the Extension Director's office.

The district agricultural agent or supervisor is defined as an employee of the Extension Service who is administratively responsible for the organization of the Extension Service in a given geographical area or district.

The district home economics agent is defined as an employee of the Extension Service who is administratively responsible for preparing, evaluating, reporting and coordinating the home economics program in a specific geographical area or district.

The county agricultural agent refers to an employee of the Extension Service in a specific county who is administratively responsible for the organization of extension work and is the agricultural subject matter resource person in the county.

The county home economics agent is an employee of the Extension Service in a specific county, and serves as both a coordinator of home economics programs and a home economics resource person.

The county club agent is an employee of the Extension Service in a specific county and serves as both a coordinator of the extension youth program and adult leader trainer.

A function refers to a task or duty usually performed by the district agricultural agent.

CHAPTER II

REVIEW OF LITERATURE

Since the founding of the cooperative extension service in 1906 it has been an evolving, changing, organization. Methods of education in the early days were different than the methods used in later years. Changes were necessitated by factors including an increased education level of the clientele, increased technology, and expansion of mass communication media such as telephones, automobiles, and television.¹

Extension administrators have found it necessary to constantly seek to initiate progressive, well-planned programs designed to meet the changing needs of their clientele and all members of the extension service, changes necessary cannot be easily made. A lack of proper communication can create a delayed, sporadic, ineffective, confused, organization and program.²

The responsibilities of the supervisor in extension include directing such activities as the proper functioning of the organization in his district; arranging for sufficient local financing; maintaining a complete and competent staff; relationships with the various publics which support and or are served by the extension service, as well as other governmental and educational agencies.

The supervisor is a planner when drawing upon, organizing and coordinating the resources of the local people, the state university and

¹Ralph D. Calvine and Abner S. McArthur, "Extension's Changing Role," Farm Journal, LXXX (October, 1952), 61.

²Ibid.

the United States Department of Agriculture in developing and carrying out a program for improving the home life and agriculture of his territory.

The supervisor is a teacher when training the extension agents in the best methods of working with people as programs are developed to improve local situations. Counseling is a part of this.

The supervisor takes the role of the appraiser when studying both the work and worker; constantly evaluating the work to see that it fits the current as well as the long time need and just as constantly evaluating the worker to see if he is using the best means of making the work influence the greatest possible number of people.³

Above all, he is a leader-teacher by example, stimulating county extension agents to attain a position of responsibility and leadership in agriculture and homemaking in their respective counties with the result that the whole rural population has a greater satisfaction from living.

In recent years the four broad areas of responsibility for the extension supervisor have been budget, coordination, balance of programs and public relations.⁴

Extension supervision has responded to the impact of new knowledge but now the entire Extension Service is confronted with the need for new educational programs which cut across geographical and subject-matter boundaries. Extension supervisors can help the service respond to the

³Lincoln D. Kelsey and Cannon C. Hearne, Cooperative Extension Work (Ithaca, New York: Comstock Publishing Associates, 1963), p. 71.

⁴Ibid.

need. However, their new role should not cause them to ignore the individual worker's aspirations and reactions. The role needs to be developed in a position (job) description for the supervisory staff and to be understood by county agricultural agents, specialists and administrators. While supervisors will need the understanding and support of extension and university administrators, it is a role which they will need to earn through their performance.⁵

Jones (1960) included the following responsibilities in an outline of responsibilities for the district agricultural agent in the Kansas Extension Service:

The district extension agents shall be responsible for coordinating all extension work among the various counties in their districts. They shall also coordinate all extension work between the counties and the State Extension staff. Specifically some of their duties may be outlined as follows: ... responsibility of coordinating policy, programs, schedules, agent training, county office management, reports, and public relations for all phases of extension work - agriculture, home economics and 4-H.

Also ... consult with and assist the county agricultural agents in preparation of county extension budgets, ...selection of candidates for county extension agent positions.⁶

Miller (1959) agrees with Kelsey and Hearne (1963) in regard to one of the supervisors responsibilities being that of evaluating the worker and considers this a staff development responsibility which involves training the employee.⁷

⁵ Arthur E. Durfee, "The Changing Role of the Supervisor," Journal of Cooperative Extension, I (Fall, 1963), 154.

⁶ Harold E. Jones, "Organization Plan and Duties for Kansas Extension Service," (Manhattan: Extension Service, Kansas State University, Revised, January, 1960), pp. 11-13.

⁷ Harry L. Miller, "Job Satisfaction and Prestige as They Effect Tenure of 4-H Extension Workers," (Unpublished M. S. thesis, The University of Wisconsin, Madison, 1956).

Moe (1959) stated that personnel evaluation may be defined as the analysis of the performance of staff members directed toward the achievement of objectives or goals, as a basis for improving performance of staff, both individually and collectively.⁸

Four major problems are: the high emphasis in such systems on personality and character as contrasted with job performance; a basic confusion in objectives; differences in interpretation as to what constitutes high job performance and the assumption that the supervisor has complete control over factors which affect his performance on the job. It would encourage the supervisor to be a teacher, consultant, trainer and coach.⁹

ROLE

The definition of role in terms of shared expectations must take account of the question of whose expectations are relevant. We shall refer to the relevant populations as "criterion" populations. In hierarchical organizations, at least three such groups should receive consideration. One is composed of persons who occupy like positions. Another is composed of persons who have a high degree of functional interdependence with the position in question. A third is composed of persons who do not have direct functional interdependent relationships with the position,

⁸ Edward O. Moe, "Techniques in Personnel Evaluation" (paper presented at the Seminar in Extension Supervision for Western Region, University of Nevada, September 9, 1959). p. 4.

⁹ Ibid., p. 18.

but who nevertheless are related to it through concern with the formulation and implementation of the broader purpose of the organization.¹⁰

Role definers have been described by Robinson (1964) as follows:

"The nature of the role is such that a person occupying the position must, at the same time and to some degree, fulfill the expectations of his supervisors, his co-workers, lay leaders and perhaps others."¹¹

Straughn lists the following factors as those which influence role perception:

- A. The sensitivity and effectiveness of an individual's sense organs (eyes, ears, nose, mouth, and sense of feeling).
- B. Set and prior experiences and the accompanying mental structure developed in each individual.
- C. Ability to interpret new experiences by associating or relating them to past experiences.
- D. Strength of stimulus(1) impingement(s) on the receiver.
- E. Memory or ability to recall.¹²

Schultz (1964) found that supervisors visualize their job as an opportunity to fulfill their personal desires, security, and job satisfactions.¹³

¹⁰ Eugene Jacobson, W. W. Charters, Jr., and Seymour Lieberman, "The Use of the Role Concept in the Study of Complex Organizations," Journal of Social Issues, 7:18, 1961.

¹¹ Russel D. Robinson, "Examining the Role of Agents in 4-H," Journal of Cooperative Extension, 2:112, Summer, 1964.

¹² Alto A. Straughn, "A Study of the Perceived Role of County Extension Agents in Program Planning in Florida and Kansas" (Unpublished Ph.D. thesis, University of Wisconsin, 1963), p. 18.

¹³ Richard S. Schultz, "A Realistic Look at Supervisory Development," Personnel Journal, 43(1) (1964), p. 37.

They consider working hard, self-reliance and tactfulness as the special personal qualities needed in a successful supervisor. The most important factors in determining the best performance of a supervisor were given as -- getting along with others and working skillfully. They showed a significant concern about self improvement, job progress or career, personal satisfaction and family.¹⁴

Olsen (1963) described supervision as rather all inclusive, "It means setting objectives and standards for people; making goals clear; spending time so that people grasp all parts of their jobs completely; assigning work and checking work; defining the job clearly and correctly; clarifying authority; training, disciplining; settling grievances; stimulating people to greater effort; installing new methods; developing men; and calling to account! Any supervisor who does not perform all these tasks (and many more not included here) is not a supervisor."¹⁵

One of the principle findings of Parker (1963) was that supervisory behavior was related to worker attitudes toward supervision but was not related to group performance.¹⁶

Wagner (1965) found the supportive style of leadership to be a more powerful variable than hierarchial influence in contributing to the fulfillment of supervisory role obligations.¹⁷

¹⁴ Ibid., p. 37-38.

¹⁵ Charles J. Olsen, "Supervising Not A Lazy Man's Job," Advanced Management-Office Executive, 2(8) (1963). p. 13.

¹⁶ Treadway C. Parker, "Relationships Among Measures of Supervisory Behavior, Group Behavior, and Situational Characteristics," Personnel Psychology, 16(4) (1963), pp. 319-334.

¹⁷ L. W. Wagner, "Leadership Style, Hierarchical Influence and Supervisory Role Obligations," Administrative Science Quarterly, 9(4) (1965), pp. 391-420.

Statistics

There are basically two types of errors in the use of statistical tools. Type I error refers to the rejection of a hypothesis when it should not be rejected. Type II error refers to accepting a hypothesis when it should be rejected.¹⁸

The level of significance refers to the risk of a type I error.

A null hypothesis may be rejected at some specified level of significance.

Three types of problems of statistical inference:¹⁹

1. Does a sample come from a specified population?
2. Do two samples come from the same population?
3. Given a statistic, between what limits does the parameter lie?

Since ". . . circumstances sometimes drive us to base inferences, however, tentatively, on scanty data (i.e. small sample). ". . . Therefore, usually concerned . . . not with estimating the actual value of the parameter, but . . . whether observed values can have arisen by sampling fluctuations from some value given in advance. ". . . we shall inquire, not the value of the correlation in the parent universe, but more generally, whether this value can have arisen from an uncorrelated universe, i.e. whether it is significant of correlation in the parent."²⁰

¹⁸ Sanford M. Dornbusch, and Calvin R. Schmid, A Primer of Social Statistics (New York: McGraw-Hill Book Company, Inc., 1955), p. 125-6.

¹⁹ Ibid., p. 124-31.

²⁰ G. Udny Yule, and M. G. Kendall, An Introduction to the Theory of Statistics (London: Charles Griffin and Company, Limited, 42 Drury Lane, W. C. 2, 1937), p. 437. Chapt. 23.9.

Chi-square is one test of significance that assumes normal distributions of cell frequencies in each cell. Further, in the theory of small samples . . . it is necessary to use probabilities of one in 20 or one in 100, e.g. the 1 per cent and 5 per cent levels of P in the χ^2 test.²¹

The chi-square test tells us the probability of getting, on a random sample, a values of χ^2 equal to or higher than the actual value. If this probability is small we are justified in suspecting a significant divergence between theory and experiment.²²

Wert, Neidt, and Ahmann (1954) indicate that chi-square is not a satisfactory statistical tool particularly if the expected cell frequency of any cell in a two by two table is less than five.

However, satisfactory inferences may be obtained in many cases by using an adaptation proposed by Yates. The adaptation consists of adding one-half case to the smallest cell frequency of the two by two table and adjusting all other cell frequencies so that row and column totals remain the same. The adaptation is applicable only to four cell tables.²³

Small cell frequency, less than five, in a multiple cell contingency table may be overcome by combining categories, and or eliminating the row or column containing the expected cell frequencies of less than five.²⁴

²¹Ibid., p. 437-8. Chapt. 23.11.

²²Ibid., p. 423. Chapt. 22.19.

²³James E. Wert, Charles O. Neidt, and J. Stanley Ahmann, Statistical Methods in Educational and Psychological Research (New York: Appleton-Century Crofts, Inc., 1954), p. 154.

²⁴Ibid., p. 157.

CHAPTER III

ANALYSIS OF DATA

Fifteen jobs or responsibilities reported as functions of the district extension supervisor (district agricultural agent in Kansas) in other research studies were incorporated into a questionnaire to use as a data gathering instrument to study the role of the district agricultural agent in the Kansas Extension Service.¹

Personnel were asked to respond to each suggested function in two ways. A response as to the degree of emphasis that was given a specific function by the district agricultural agent, and then a response as to the degree of emphasis that a specific function should receive (Kansas Extension Service, 1964).

The degree of emphasis scale used for both the emphasis that was given and the desired emphasis was divided into five categories:

Major emphasis - a function which received (or should receive) a great deal of attention and top priority of time;

Important emphasis - a function which is seldom (or seldom should be) neglected, but might be postponed for top priority work;

Intermediate emphasis - a function which is done (or should be done) but might be postponed for more important work;

Minor emphasis - a function which might be (or should be done) but only if a person finds time;

No emphasis - a function which no time is (or ought to be) spent.

¹As of July 1, 1967 the title of district agricultural agent was changed to district extension supervisor.

Tables I through VI inclusively, contain the percentage of respondents by degree of emphasis, given and desired in regard to a specific function of the district agricultural agent. Extension personnel were classified into the following categories: administrators, district agricultural agents, district home economics agents, specialists, agricultural agents, home economics agents, and county club agents.

The percentage recorded under the "minor degree of emphasis" is a total of "no importance", "minor importance", and "intermediate importance", responses on the questionnaire used in the research.

The construction of the questionnaire made it possible to identify functions on which a personnel group agreed or disagreed as to the degree of emphasis that should be given specific functions. The response also indicated which direction the degree of emphasis should go, i.e., increased or decreased emphasis in reference to the emphasis that was given according to the respondent group.

The differences between desired versus given emphasis in regard to specific functions is discussed only if the difference was significant at the .05 level or above.

When theoretical cell response was less than five (5), statistics were not applicable for determining an agreement and/or disagreement in regard to desired versus given emphasis on a specific function.²

Extension Administrators

The degree of emphasis assigned to specific functions of the district agricultural agent by extension administrators is reported in Table I.

²Sanford M. Dornbusch and Calvin F. Schmid, A Primer of Social Statistics. (McGraw-Hill Book Company, Inc., New York, 1955), p. 207-208.

Personnel included in administration on the personnel roster of the Kansas Cooperative Extension Service were as follows: directors office plus state leaders, associate state leaders, academic department heads and coordinators.

There were twenty three personnel classified as administrators. The total response varied on some functions. Therefore the discussion of Table I refers to per cent or ratio and to the actual number of respondents by emphasis category. The response on Table I is listed in percentage of total respondents.

There was a statistically significant difference in the responses of the extension administrators in regard to the emphasis that was given and the emphasis that should be given the following functions.

Cooperative Relations with Boards, Organizations, and Agencies.

Cooperative relations with boards, organizations, and agencies should be given increased emphasis as a function of the district agricultural agent, as perceived by the extension administrators.

Major emphasis should be given this function according to nearly seven out of ten, administrators. However, only six of them indicated that this function was given major emphasis.

Slightly more than four out of ten of the extension administrators believed that cooperative relations with boards, organizations, and agencies was given important emphasis. Important emphasis was desired for this function by about two out of ten of them.

Minor emphasis was reported as desired for this function by one out of ten of the administrators; whereas, nearly one-fourth of them indicated this function was given minor emphasis.

TABLE I

DEGREE OF EMPHASIS TO SPECIFIC FUNCTIONS OF DISTRICT
AGRICULTURAL AGENTS THAT WAS BEING GIVEN, COMPARED
TO EMPHASIS THAT SHOULD BE GIVEN, AS PERCEIVED
BY EXTENSION ADMINISTRATORS, KANSAS, 1964

Current or desired emphasis	Degree of emphasis in per cents			Chi- square**	Level of signifi- cance	Number of re- spond- ents
	Minor*	Impor- tant	Major			
<u>Interpreting Policies and Procedures</u>						
Current	23.4	47.0	29.4	2.87	.10	17
Desired	-----	26.3	73.6			19
<u>Training County Extension Agents</u>						
Current	46.9	35.2	17.6	6.47	.05	17
Desired	5.2	42.1	52.6			19
<u>Recruiting, Selecting, and Placing of County Extension Agents</u>						
Current	-----	52.9	47.0	.53	.50	17
Desired	5.2	15.7	78.9			19
<u>Coordinating Events and Activities</u>						
Current	46.9	41.1	11.7	1.98	.20	17
Desired	10.5	57.8	31.5			19
<u>Cooperative Relations with Boards, Organizations and Agencies</u>						
Current	23.5	41.1	35.2	9.83	.01	17
Desired	10.5	21.0	68.4			19
<u>Public Relations Person</u>						
Current	41.1	35.2	23.5	3.00	.10	17
Desired	10.5	36.8	52.6			19
<u>Counseling - Professional Problems</u>						
Current	41.1	47.0	11.7	4.69	.05	17
Desired	5.2	42.1	52.6			19

TABLE I (continued)

Current or desired emphasis	Degree of emphasis in per cents			Chi- square**	Level of signifi- cance	Number of re- spond- ents
	Minor*	Impor- tant	Major			
<u>Coordinating Work of County Extension Agents and Specialists</u>						
Current	76.3	11.7	11.7	9.71	.01	17
Desired	5.2	36.8	57.8			19
<u>County Financial Support</u>						
Current	-----	50.0	50.0	.42	No Signifi- cance	16
Desired	11.1	22.2	66.6			18
<u>Assisting in Developing County Extension Programs</u>						
Current	70.5	23.5	5.8	12.38	.01	17
Desired	10.5	42.1	47.3			19
<u>Assisting in Determining Program Progress and Accomplishments</u>						
Current	76.4	23.5	-----	12.62	.01	17
Desired	11.1	55.5	33.3			18
<u>Evaluating County Staff</u>						
Current	52.9	35.2	11.7	8.02	.01	17
Desired	5.2	42.1	52.6			19
<u>Reporting Program Progress and Accomplishments</u>						
Current	52.8	47.0	-----	1.69	.20	17
Desired	26.2	52.6	21.0			19
<u>Counseling - Personal Problems</u>						
Current	56.2	25.0	18.7	3.33	.10	16
Desired	20.9	42.1	36.8			19

TABLE I (continued)

Current or desired emphasis	Degree of emphasis in per cents			Chi- square**	Level of signifi- cance	Number of re- spond- ents
	Minor*	Impor- tant	Major			
	Keeping up to Date in Supervision					
Current	75.0	25.0	----	11.31	.01	16
Desired	15.7	42.1	42.1			19

*Includes total response to no importance, minor importance, and intermediate importance on the questionnaire.

**Chi-square calculated with Yates correction for continuity and the categories of "important" and "major" combined, because of theoretical cell size.

The difference in the degree of emphasis that was given this function versus the degree of emphasis it should receive, according to the respondents, was highly significant (.01 level).

Coordinating Work of County Extension Agents and Specialists.

Thirteen, 76.3 per cent, of the extension administrators, indicated that coordinating the work of the county extension agents and specialists was given minor emphasis as a function of the district agricultural agent, as compared to one, 5.2 per cent, of the respondents who felt this function should receive only minor emphasis.

However, eleven, nearly six out of ten, extension administrators felt this function should receive major emphasis as compared to two, slightly more than one out of ten, who indicated it was given major emphasis.

Coordinating the work of county extension agents and specialists as a function of the district agricultural agent should receive increased emphasis as perceived by the extension administrators. The difference in degree of emphasis that was given this function and the degree of emphasis that it should be given was highly significant (.01 level).

Assisting in Developing County Extension Programs. Twelve, 70.5 per cent, of the extension administrators indicated that assisting in developing county extension programs was given only minor emphasis as a function of the district agricultural agent. However, two, 10.5 per cent, of the respondents felt this function should receive minor emphasis.

Major emphasis was given this function according to two of seventeen, 5.8 per cent, of the respondents. In contrast ten of nineteen,

47.8 per cent, of the respondents indicated this function should receive major emphasis.

Assisting in developing county extension programs as a function of the district agricultural agent should receive increased emphasis, as perceived by extension administrators. The difference in the degree of emphasis that should be given this function and the degree of emphasis that it was given, was highly significant (.01 level).

Assisting in Determining Program Progress and Accomplishments.

Thirteen, more than three-fourths of the extension administrators, indicated that only minor emphasis was given the function of assisting in determining program progress and accomplishments by district agricultural agents. A minor degree of emphasis was reported as desirable for the function by two, slightly more than one out of ten, respondents.

Extension administrators felt that assistance in determining program progress and accomplishments should be given increased emphasis as a function of the district agricultural agent. The difference in the present versus desired emphasis, as perceived by extension administrators, was highly significant (.01 level).

Evaluating County Staff. A minor degree of emphasis was assigned to this function by nine, 52.9 per cent, respondents, compared to only one, 5.2 per cent, respondents who assigned a minor degree of emphasis as desirable for evaluating the county staff.

Ten, 52.6 per cent, extension administrators indicated this function should receive major emphasis. However, two, 11.7 per cent, of the respondents indicated that evaluating county staff was given major emphasis.

Extension administrators felt that district agricultural agents should give increased emphasis to the function of evaluating county staff. The difference in the degree of emphasis that should be given versus the degree of emphasis that was given this function, as perceived by the extension administrators, was highly significant (.01 level).

Keeping up to Date in Supervision. Eight, about four out of ten, extension administrators reported that keeping up to date in supervision should be given major emphasis as a function of the district agricultural agent. None of the administrators indicated this function was given major emphasis.

Twelve, three-fourths, of the extension administrators reported that keeping up to date in supervision was given minor emphasis as a function of the district agricultural agent. However, only three, one-sixth, of them indicated this function should receive minor emphasis.

The function of keeping up to date in supervision should receive increased emphasis by the district agricultural agent, as perceived by the extension administrators. The difference between desired emphasis versus the emphasis that was given this function was highly significant (.01 level).

Training County Extension Agents. The function of training county extension agents was given only minor emphasis according to eight, 46.9 per cent, extension administrators; whereas, only one, 5.2 per cent, felt it should receive minor emphasis.

Training county extension agents, as reported by three, 17.6 per cent, extension administrators was given major emphasis. However, ten,

52.6 per cent, of the extension administrators felt this function should receive major emphasis.

Extension administrators felt that increased emphasis should be given the function of training county extension agents. The difference in the degree of emphasis that was given this function and the emphasis that it should be given as perceived by the extension administrators was significant (.05 level).

Counseling-Professional Problems. Seven, four out of ten, extension administrators indicated that counseling in regard to professional problems was given only minor emphasis, compared to one, one out of twenty, respondents who felt this function should receive minor emphasis.

However, ten, five out of ten, extension administrators felt the function should receive major emphasis as compared to only two, about one out of ten, who indicated that this function was given major emphasis.

The extension administrators response indicated they believed the district agricultural agent should increase the degree of emphasis given counseling in regard to professional problems. The difference between the emphasis that was given versus the desired emphasis by the extension administrators, was significant (.05 level).

It is noted there were significant differences in the degree of emphasis that was given versus the degree of emphasis that should be given a function in the responses by the extension administrators in regard to eight of the fifteen functions listed on the questionnaire as responsibilities of the district agricultural agent.

The extension administrators asked for increased emphasis for all

eight functions. This may be viewed by some as impossible, as increased emphasis may be interpreted to mean "spend more time" at a specific function.

However, this could be interpreted as "increased efficiency" in performing specific functions as perceived by the extension administrators.

District Agricultural Agents

The degree of emphasis assigned to specific functions of the district agricultural agent by the district agricultural agents is reported in Table II.

The number of respondents in this group was five (total population). Chi-square was not a valid statistical tool to measure the differences, because the theoretical size of each cell was less than five.³

However, agreement and/or disagreement in regard to the emphasis that was given versus desired emphasis in regard to a specific function was observed.

County Financial Support. Four, 80 per cent, district agricultural agents felt that county financial support was given and should receive major emphasis as a function of the district agricultural agent. One, 20 per cent, indicated that it should receive and was given important emphasis.

The district agricultural agents as a group were in agreement as to the emphasis or priority that county financial support as a function of the district agricultural agent was given and should receive. This would indicate a status quo in regard to the emphasis assigned to this function.

³ Dornbusch and Schmid, op. cit., p. 207-208.

TABLE II

DEGREE OF EMPHASIS TO SPECIFIC FUNCTIONS OF DISTRICT
AGRICULTURAL AGENTS THAT WAS BEING GIVEN, COMPARED
TO EMPHASIS THAT SHOULD BE GIVEN, AS PERCEIVED
BY DISTRICT AGRICULTURAL AGENTS, KANSAS, 1964

Current or desired emphasis	Degree of emphasis in per cents			Number of re- spond- ents
	Minor*	Impor- tant	Major	
<hr/>				
	<u>Interpreting Policies and Procedures</u>			
Current	40.0	20.0	40.0	5
Desired	-----	20.0	80.0	
<hr/>				
	<u>Training County Extension Agents</u>			
Current	-----	60.0	40.0	5
Desired	-----	60.0	40.0	
<hr/>				
	<u>Recruiting, Selecting and Placing of County Extension Agents</u>			
Current	20.0	20.0	60.0	5
Desired	-----	-----	100.0	
<hr/>				
	<u>Coordinating Events and Activities</u>			
Current	40.0	40.0	20.0	5
Desired	40.0	40.0	20.0	
<hr/>				
	<u>Cooperative Relations with Boards, Organizations, and Agencies</u>			
Current	-----	40.0	60.0	5
Desired	-----	20.0	80.0	
<hr/>				
	<u>Public Relations Person</u>			
Current	20.0	40.0	40.0	5
Desired	-----	-----	100.0	
<hr/>				
	<u>Counseling - Professional Problems</u>			
Current	40.0	20.0	40.0	5
Desired	20.0	40.0	40.0	

TABLE II (continued)

Current or desired emphasis	Degree of emphasis in per cents			Number of re- spond- ents
	Impor- tant			
	Minor*		Major	
<u>Coordinating Work of County Extension Agents and Specialists</u>				
Current	20.0	60.0	20.0	5
Desired	20.0	60.0	20.0	
<u>County Financial Support</u>				
Current	----	20.0	80.0	5
Desired	----	20.0	80.0	
<u>Assisting in Developing County Extension Programs</u>				
Current	40.0	20.0	40.0	5
Desired	----	60.0	40.0	
<u>Assisting in Determining Program Progress and Accomplishments</u>				
Current	40.0	40.0	20.0	5
Desired	20.0	60.0	20.0	
<u>Evaluating County Staff</u>				
Current	60.0	20.0	20.0	5
Desired	20.0	20.0	60.0	
<u>Reporting Program Progress and Accomplishments</u>				
Current	40.0	40.0	20.0	5
Desired	----	40.0	60.0	
<u>Counseling - Personal Problems</u>				
Current	40.0	20.0	40.0	5
Desired	20.0	40.0	40.0	

TABLE II (continued)

Current or desired emphasis	Degree of emphasis in per cents			Number of re- spond- ents
	Impor-			
	Minor*	tant	Major	
	Keeping up to Date in Supervision			
Current	20.0	40.0	40.0	5
Desired	-----	40.0	60.0	

*Includes total response to no importance, minor importance, and intermediate importance on the questionnaire.

Training County Extension Agents. Three, 60 per cent, of the district agricultural agents felt that training county extension agents was given and should receive important emphasis as a function of the district agricultural agent. However, two, 40 per cent, indicated this function should receive and was given major emphasis.

The district agricultural agents as a group felt that training county extension agents was given the degree of emphasis it should be given as a function of the district agricultural agent.

Coordinating Work of County Extension Agents and Specialists. Coordinating the work of the county extension agents and specialists was given, and should receive, important emphasis as a function of the district agricultural agent, according to three, 60 per cent, of the district agricultural agents.

Recruiting, Selecting and Placing of County Extension Agents. Three, 60 per cent, of the district agricultural agents felt that recruiting, selecting and placing of county extension agents was given major emphasis as a function of the district agricultural agent.

However, the respondents were in complete agreement in that all indicated this function should receive major emphasis.

Public Relations Person. Public relations as a function of the district agricultural agent was given major emphasis by two, 40 per cent, of the district agricultural agents.

The respondents indicated and were in complete agreement, that this function should receive major emphasis by district agricultural agents.

Interpreting Policies and Procedures. There was no apparent agreement among the district agricultural agents as to the emphasis that was given interpreting policies and procedures as a function of the district agricultural agent.

However, four, 80 per cent, of the respondents indicated this function should receive major emphasis by the district agricultural agent.

Cooperative Relations with Boards, Organizations, and Agencies. Four, 80 per cent, of the district agricultural agents indicated that cooperative relations with boards, organizations, and agencies, should receive major emphasis. However, only three, 60 per cent, respondents felt it was given major emphasis.

The district agricultural agents felt that increased emphasis should be given cooperative relations with boards, organizations, and agencies as a function of the district agricultural agent.

Evaluating County Staff. Three, 60 per cent, district agricultural agents felt that evaluating county staff was given minor emphasis. However, only one, 20 per cent, of the respondents indicated it should receive minor emphasis.

This function was given major emphasis by one, 20 per cent, district agricultural agents; whereas, three, 60 per cent, felt it should receive major emphasis.

Evaluating county staff as a function of the district agricultural agent should receive increased emphasis as perceived by the district agricultural agents.

Assisting in Developing County Extension Programs. Only one, 20 per cent, of the district agricultural agents felt that assisting in developing county extension programs was given important emphasis as a function of the district agricultural agent. However, three, 60 per cent, respondents indicated it should receive important emphasis.

Two, 40 per cent, of the district agricultural agents indicated this function was given and should receive major emphasis.

A majority of the district agricultural agents believe that assisting in developing county extension programs should receive greater emphasis than was given this function by the district agricultural agent.

Reporting Program Progress and Accomplishments. Reporting program progress and accomplishments was given major emphasis by one, 20 per cent, of the district agricultural agents. This function should receive major emphasis according to three, 60 per cent, of the respondents.

The district agricultural agents felt that reporting program progress and accomplishments should receive increased emphasis, with a majority, 60 per cent, indicating it should receive major emphasis, as a function of the district agricultural agent.

Keeping up to Date in Supervision. The district agricultural agents response indicated no group agreement in regard to the emphasis that was given keeping up to date in supervision. However, three, 60 per cent, of them believed it should receive major emphasis. This would indicate increased emphasis for this specific function.

Assisting in Determining Program Progress and Accomplishments. Three, 60 per cent, of the district agricultural agents indicated that assisting in determining program progress and accomplishments should

receive important emphasis as a function of the district agricultural agent. The district agricultural agents response did not indicate agreement as to the degree of emphasis that was given this function.

The response would indicate agreement by a majority of the respondents, three out of five, that this function should receive important emphasis.

Counseling in Regard to Professional Problems. Two of the five district agricultural agents indicated that counseling in regard to professional problems was given minor emphasis. However, only one of them felt this function should receive minor emphasis.

One of the district agricultural agents indicated this function was given important emphasis by the district agricultural agent. This function should be given important emphasis according to two of them.

Counseling in regard to professional problems was given and should be given major emphasis as perceived by the district agricultural agents.

This function should be given increased emphasis according to the district agricultural agents.

Counseling in Regard to Personal Problems. Counseling in regard to personal problems was given and should receive major emphasis according to two of the district agricultural agents.

One of the five district agricultural agents indicated this function was given an important degree of emphasis. However, two of them felt it should be given important emphasis.

Counseling in regard to personal problems should be given minor emphasis according to one of the five district agricultural agents. Two of them indicated it was given minor emphasis.

District agricultural agents believed that increased emphasis should be given counseling in regard to personal problems as a function of the district agricultural agent.

District Home Economics Agent.

The degree of emphasis that was given and should be given selected functions of the district agricultural agent as perceived by the district home economics agents is reported in Table III.

The number of respondents and total population is four. Only the functions in which there was apparent group agreement on emphasis given, or emphasis desired or on change of emphasis believed needed are discussed.

County Financial Support. All district home economics agents indicated that arranging for county financial support was given and should receive major emphasis as a function of the district agricultural agent.

Interpreting Policies and Procedures. Two of the three district home economics agents responding felt that interpreting policies and procedures was given major emphasis; whereas, three of the four reporting indicated it should receive major emphasis. The district home economics agents felt this function was given and should receive major emphasis.

Training County Extension Agents. All of the district home economics agents indicated that training county extension agents was given minor emphasis as a function of the district agricultural agent. However, in contrast, all the respondents felt this function should receive major emphasis.

The district home economics agents as a group were in complete agreement that training county extension agents was given minor emphasis, but should receive major emphasis as a function of the district agricultural agent.

TABLE III

DEGREE OF EMPHASIS TO SPECIFIC FUNCTIONS OF DISTRICT
AGRICULTURAL AGENTS THAT WAS BEING GIVEN, COMPARED
TO EMPHASIS THAT SHOULD BE GIVEN, AS PERCEIVED
BY DISTRICT HOME ECONOMICS AGENTS,
KANSAS, 1964

Current or desired emphasis	Degree of emphasis in per cents			Number of re- spond- ents
	Minor*	Impor- tant	Major	
<hr/>				
<u>Interpreting Policies and Procedures</u>				
Current	-----	88.3	66.6	3
Desired	-----	25.0	75.0	4
<hr/>				
<u>Training County Extension Agents</u>				
Current	100.0	-----	-----	4
Desired	-----	-----	100.0	
<hr/>				
<u>Recruiting, Selecting, and Placing of County Extension Agents</u>				
Current	25.0	25.0	50.0	4
Desired	-----	25.0	75.0	
<hr/>				
<u>Coordinating Events and Activities</u>				
Current	50.0	50.0	-----	4
Desired	50.0	-----	50.0	
<hr/>				
<u>Cooperative Relations with Boards, Organizations and Agencies</u>				
Current	25.0	25.0	50.0	4
Desired	25.0	-----	75.0	
<hr/>				
<u>Public Relations Person</u>				
Current	25.0	25.0	50.0	4
Desired	-----	50.0	50.0	
<hr/>				
<u>Counseling - Professional Problems</u>				
Current	25.0	25.0	50.0	4
Desired	-----	25.0	75.0	

TABLE III (continued)

Current or desired emphasis	Degree of emphasis in per cents			Number of re- spond- ents
	Minor*	Impor- tant	Major	
<hr/>				
Coordinating Work of County Extension Agents and Specialists				
Current	50.0	25.0	25.0	4
Desired	-----	25.0	75.0	
<hr/>				
County Financial Support				
Current	-----	-----	100.0	4
Desired	-----	-----	100.0	
<hr/>				
Assisting in Developing County Extension Programs				
Current	100.0	-----	-----	4
Desired	-----	25.0	75.0	
<hr/>				
Assisting in Determining Program Progress and Accomplishments				
Current	100.0	-----	-----	4
Desired	25.0	25.0	50.0	
<hr/>				
Evaluating County Staff				
Current	75.0	-----	25.0	4
Desired	-----	25.0	75.0	
<hr/>				
Reporting Program Progress and Accomplishments				
Current	75.0	25.0	-----	4
Desired	50.0	-----	50.0	
<hr/>				
Counseling - Personal Problems				
Current	25.0	50.0	25.0	4
Desired	25.0	50.0	25.0	

TABLE III (continued)

Current or desired emphasis	Degree of emphasis in per cents			Number of re- spond- ents
	Minor*	Impor- tant	Major	
	Keeping up to Date in Supervision			
Current	100.0	----	----	4
Desired	-----	25.0	75.0	

*Includes total response to no importance, minor importance, and intermediate importance on the questionnaire.

Assisting in Developing County Extension Programs. Assisting in developing county extension programs was believed to have been given minor emphasis as a function of the district agricultural agent by all the district home economics agents. However, three district home economics agents felt it should receive major emphasis.

The emphasis on assisting in developing county extension programs as a function of the district agricultural agent should be increased as perceived by the district home economics agent.

Keeping up to Date in Supervision. Minor emphasis was given keeping up to date in supervision as a function of the district agricultural agent by all district home economics agents.

However, three of the district home economics agent felt this function should be given major emphasis. Three of the district home economics agents indicated that keeping up to date in supervision should receive increased emphasis as a function of the district agricultural agent.

Evaluating County Staff. Three of the district home economics agents indicated that evaluating county staff was given minor emphasis as a function of the district agricultural agent. None of them felt it should receive minor emphasis.

One of the district home economics agents indicated it was given major emphasis. However, three of the group felt it should receive major emphasis.

The district home economics agents felt that evaluating county staff should be given increased emphasis as a function of the district agricultural agent.

Recruiting, Selecting and Placing of County Extension Agents. Only one district home economics agent believed that recruiting, selecting, and

placing of county extension agents was given minor emphasis as a function of the district agricultural agent. None of them felt that it should be given minor emphasis.

Important emphasis should be given and was given this function according to one of the four district home economics agents.

Two of them indicated that recruiting, selecting, and placing of county extension agents was given major emphasis and three of them felt it should receive major emphasis.

This function should be given increased emphasis as perceived by the district home economics agents.

Coordinating Events and Activities. Coordinating events and activities should be given and was given minor emphasis according to two of the district home economics agents.

Two of the district home economics agents indicated this function was given important emphasis by the district agricultural agent. None of them felt it should be given important emphasis.

None of the district home economics agents believed this function was given major emphasis, however, two of them felt it should be given major emphasis.

Increased emphasis should be given coordinating events and activities by the district agricultural agent as perceived by the district home economics agents.

Cooperative Relations with Boards, Organizations, and Agencies. Two of the district home economics agents indicated that cooperative relations with boards, organizations, and agencies was given major emphasis as a function of the district agricultural agent. Three of them felt it

should be given major emphasis.

One of the district home economics agents believed this function should be given and was given minor emphasis.

None of them believed this function should be given an important degree of emphasis. However, one district home economics agent indicated that it was given an important degree of emphasis.

The district home economics agents felt that cooperative relations with boards, organizations, and agencies should be given increased emphasis as a function of the district agricultural agent.

Public Relations Person. Two of the four district home economics agents indicated that serving as a public relations person was given and should be given major emphasis as a function of the district agricultural agent.

Important emphasis was given this function by one of the district home economics agents and two of them indicated it should be given an important degree of emphasis.

None of the district home economics agents felt this function should receive minor emphasis. However, one of them indicated that it was given minor emphasis.

Increased emphasis should be given the function of serving as a public relations person by the district agricultural agent as perceived by the district home economics agents.

Counseling in Regard to Professional Problems. Major emphasis should be given counseling in regard to professional problems according to three of the four district home economics agents. Two of them indicated this function was given a major degree of emphasis.

Counseling in regard to professional problems was given and should receive an important degree of emphasis as perceived by one district home economics agent.

None of them felt this function should be given minor emphasis. Although one of the district home economics agents indicated it was given minor emphasis.

The district agricultural agent should give increased emphasis to counseling in regard to professional problems according to the district home economics agents.

Coordinating the Work of County Extension Agents and Specialists.

Two of the district home economics agents believed that coordinating the work of county extension agents and specialists was given minor emphasis by the district agricultural agent. None of them felt it should receive a minor degree of emphasis.

Important emphasis was given coordinating the work of county extension agents and specialists by the district agricultural agent according to one of the district home economics agents. One of them also believed this function should be given important emphasis.

The district agricultural agent should give major emphasis to this function according to three of the four district home economics agents. One of them indicated that it was given major emphasis.

Coordinating the work of the county extension agents and specialists as a function of the district agricultural agent should be given increased emphasis as perceived by the district home economics agents.

Assisting in Determining Program Progress and Accomplishments.

All of the district home economics agents believed that minor emphasis

was given the function of assisting in determining program progress and accomplishments by the district agricultural agent. Only one of the four indicated this function should be given minor emphasis.

One of the district home economics agents indicated this function should be given important emphasis, however none of them believed it was given important emphasis by the district agricultural agent.

Major emphasis should be given assisting in determining program progress and accomplishments according to two of the district home economics agents. None of them felt it was given major emphasis.

The district agricultural agent should give increased emphasis to the function of assisting in determining program progress and accomplishments as perceived by the district home economics agents.

Reporting Program Progress and Accomplishments. Reporting program progress and accomplishments was given only minor emphasis by the district agricultural agent according to three of the four district home economics agents. Two of them felt it should be given minor emphasis.

One district home economics agent indicated that reporting program progress and accomplishments was given important emphasis by the district agricultural agent. None of them believed it should be given important emphasis as a function of the district agricultural agent.

Major emphasis should be given reporting program progress and accomplishments by the district agricultural agent according to two of the district home economics agents. None of them indicated this function was given major emphasis.

Increased emphasis should be given reporting program progress and accomplishments by the district agricultural agent as perceived by the district home economics agents.

County Agricultural Agents

The degree of emphasis assigned to selected functions of the district agricultural agent by the county agricultural agents is reported in Table IV.

The differences in assigned emphasis between emphasis that was given versus emphasis they believed should be given in regard to a specific function are discussed if they were significant at the .05 level or above. The total number of responses varied from 105 to 107.

Interpreting Policies and Procedures. Interpreting policies and procedures was given minor emphasis as a function of the district agricultural agent by 16.9 per cent of the county agricultural agents. However, 2.8 per cent felt it should receive minor emphasis.

Important emphasis was given this function by 35.8 per cent of the county agricultural agents, as compared to 25.2 per cent who felt it should receive important emphasis.

A majority of the county agricultural agents, 71.0 per cent, believed interpreting policies and procedures should receive major emphasis. However, only 47.1 per cent of them indicated it was receiving major emphasis.

The county agricultural agents believe that interpreting policies and procedures should receive increased emphasis as a function of the district agricultural agent. The difference in the emphasis given this function versus the emphasis that it should receive was highly significant (.01 level).

Training County Extension Agents. Minor emphasis was given training county extension agents as a function of the district agricultural

TABLE IV

DEGREE OF EMPHASIS TO SPECIFIC FUNCTIONS OF DISTRICT
AGRICULTURAL AGENTS THAT WAS BEING GIVEN, COMPARED
TO EMPHASIS THAT SHOULD BE GIVEN, AS PERCEIVED
BY COUNTY AGRICULTURAL AGENTS, KANSAS, 1964

Current or desired emphasis	Degree of emphasis in per cents			Chi- square	Level of signifi- cance	Number of re- spond- ents
	Minor*	Impor- tant	Major			
<u>Interpreting Policies and Procedures</u>						
Current	16.9	35.8	47.1	18.68	.01	106
Desired	2.8	25.2	71.0			107
<u>Training County Extension Agents</u>						
Current	41.0	38.3	20.5	12.41	.01	107
Desired	18.6	49.5	30.8			
<u>Recruiting, Selecting and Placing of County Extension Agents</u>						
Current	22.4	34.5	42.9	17.94	.01	107
Desired	5.6	29.9	64.4			
<u>Coordinating Events and Activities</u>						
Current	41.0	37.3	21.4	9.63	.01	107
Desired	23.3	42.0	34.5			
<u>Cooperative Relations with Boards, Organizations, and Agencies</u>						
Current	31.6	40.1	28.0	13.18	.01	107
Desired	14.8	38.3	46.7			
<u>Public Relations Person</u>						
Current	34.5	35.5	29.9	17.58	.01	107
Desired	13.9	34.5	51.4			
<u>Counseling - Professional Problems</u>						
Current	38.2	34.5	27.1	22.19	.01	107
Desired	14.0	35.5	50.4			

TABLE IV (continued)

Current or desired emphasis	Degree of emphasis in per cents			Chi- square	Level of signifi- cance	Number of re- spond- ents
	Minor*	Impor- tant	Major			
<u>Coordinating Work of County Extension Agents and Specialists</u>						
Current	43.0	37.3	21.4	4.58	.20	107
Desired	28.8	40.1	30.8			
<u>County Financial Support</u>						
Current	27.0	35.5	37.8	4.54	.20	107
Desired	21.4	28.0	50.4			
<u>Assisting in Developing County Extension Programs</u>						
Current	62.0	27.3	10.8	17.21	.01	106
Desired	35.4	40.1	24.2			
<u>Assisting in Determining Program Progress and Accomplishments</u>						
Current	66.2	26.1	7.4	13.16	.01	107
Desired	47.9	42.9	14.9			
<u>Evaluating County Staff</u>						
Current	46.0	34.9	18.8	14.77	.01	106
Desired	25.3	36.7	37.7			
<u>Reporting Program Progress and Accomplishments</u>						
Current	50.3	40.0	9.5	4.38	.20	105
Desired	43.7	37.1	19.0			
<u>Counseling - Personal Problems</u>						
Current	56.9	27.1	15.8	5.56	.10	107
Desired	40.9	38.3	20.5			

TABLE IV (continued)

Current or desired emphasis	Degree of emphasis in per cents			Chi- square	Level of signifi- cance	Number of re- spond- ents
	Impor- tant					
	Minor*		Major			
<u>Keeping up to Date in Supervision</u>						
Current	28.8	45.7	25.2	8.86	.02	107
Desired	15.8	43.9	40.1			

*Includes total response to no importance, minor importance, and intermediate importance on the questionnaire.

agent by 41.0 per cent of the county agricultural agents. Only 18.6 per cent of them felt it should receive minor emphasis.

This function was given important emphasis by 38.3 per cent of the county agricultural agents versus 49.5 per cent who felt it should receive important emphasis.

Training county extension agents was given major emphasis by 20.5 per cent of the county agricultural agents. However, 30.8 per cent felt it should receive major emphasis.

The difference in the emphasis that was given and that should be given training county extension agents as a function of the district agricultural agent as perceived by the county agricultural agents was highly significant (.01 level).

Recruiting, Selecting, and Placing of County Extension Agents.

A majority, 64.4 per cent, of the county agricultural agents believed that recruiting, selecting, and placing of county extension agents should receive major emphasis. Major emphasis was given this function by 42.9 per cent of the county agricultural agents.

This function was given minor emphasis by 22.4 per cent of the county agricultural agents versus 5.6 per cent who felt it should receive minor emphasis.

The county agricultural agents indicated that recruiting, selecting and placing of county extension agents should receive increased emphasis as a function of the district agricultural agent. The difference between the emphasis given this function and the emphasis it should be given as perceived by them was highly significant (.01 level).

Coordinating Events and Activities. Major emphasis was given coordinating events and activities as a function of the district agricultural

agent by 21.4 per cent of the county agricultural agents; whereas, 34.5 per cent of them felt it should receive major emphasis.

This function was given minor emphasis by 41.0 per cent of the county agricultural agents. However, it should receive minor emphasis according to 23.3 per cent of them.

Coordinating events and activities as a function of the district agricultural agent should receive increased emphasis according to the county agricultural agents. The difference in the degree of emphasis that was given this function, and the degree of emphasis it should be given, as perceived by them was highly significant (.01 level).

Cooperative Relations with Boards, Organizations, and Agencies.

Cooperative relations with boards, organizations, and agencies was given minor emphasis by 31.6 per cent of the county agricultural agents. This function should receive minor emphasis according to 14.8 per cent of them.

Major emphasis was given this function by 28.0 per cent of the county agricultural agents. However, 46.7 per cent of them felt that cooperative relations with boards, organizations, and agencies should receive major emphasis as a function of the district agricultural agent.

The county agricultural agents believe this function should receive increased emphasis by the district agricultural agent. The difference between the emphasis given versus the emphasis this function should receive as perceived by the county agricultural agents was highly significant (.01 level).

Public Relations Person. A majority, 51.4 per cent, of the county agricultural agents felt that being a public relations person should receive major emphasis as a function of the district agricultural agent. However, 29.9 per cent of them indicated this function was receiving

major emphasis.

Public relations was given minor emphasis by 34.5 per cent of the county agricultural agents; whereas, 13.9 per cent of them felt this function should receive minor emphasis.

The county agricultural agents response indicated that increased emphasis should be given public relations as a function of the district agricultural agent. The difference in the emphasis given and emphasis desired for this function as perceived by the county agricultural agents was highly significant (.01 level).

Counseling-Professional Problems. Counseling in regard to professional problems was given major emphasis by 27.1 per cent of the county agricultural agents. However, 50.4 per cent of them believed it should receive major emphasis.

Minor emphasis was given this function by 38.2 per cent of the county agricultural agents versus 14.0 per cent who felt it should receive minor emphasis.

Increased emphasis should be given counseling in regard to professional problems as a function of the district agricultural agent as perceived by the county agricultural agents. The difference between emphasis desired versus emphasis given this function was highly significant (.01 level).

Assisting in Developing County Extension Programs. Minor emphasis was given assisting in developing county extension programs by 62.0 per cent of the county agricultural agents. However, only 35.4 per cent of them felt it should receive minor emphasis.

This function should receive important emphasis according to 40.1 per cent of the county agricultural agents, compared to 27.3 per cent of

them who indicated it was given important emphasis.

Also, 24.2 per cent of the county agricultural agents felt this function should receive major emphasis. However, only 10.3 per cent of them indicated it was given major emphasis.

Assisting in developing county extension programs should receive increased emphasis as a function of the district agricultural agent as perceived by the county agricultural agents. The difference between the emphasis given and the emphasis this function should receive was highly significant (.01 level).

Assisting in Determining Program Progress and Accomplishments.

A majority, 66.2 per cent, of the county agricultural agents indicated that assisting in determining program progress and accomplishments was given minor emphasis. Whereas 47.9 per cent of them felt it should receive minor emphasis.

This function should receive important emphasis according to 42.9 per cent of the county agricultural agents.

According to the county agricultural agents the function of assisting in determining program progress and accomplishments should receive increased emphasis.

The difference between the desired emphasis and the emphasis given this function as perceived by the county agricultural agents was highly significant (.01 level).

Evaluating County Staff. Evaluating county staff was given minor emphasis by 46.0 per cent of the county agricultural agents, compared to only 25.3 per cent who thought it should receive minor emphasis.

Major emphasis was given this function by 18.8 per cent of the county agricultural agents. However, 37.7 per cent of them felt it should

receive major emphasis.

Evaluating county staff as a function of the district agricultural agent should receive increased emphasis in the opinion of the county agricultural agents.

The difference between the desired emphasis and the emphasis that was given this function of the district agricultural agent as perceived by the county agricultural agents was highly significant (.01 level).

County Home Economics Agents

The degree of emphasis assigned to specific functions of the district agricultural agent by the county home economics agents is reported in Table V.

Only those functions in which the difference between emphasis given versus emphasis desired is significant at the .05 level or above are discussed in the following paragraphs.

There were 106 county home economics agents employed by the Kansas Extension Service when the data was gathered, eighty-eight of them responded to the questionnaire.

Interpreting Policies and Procedures. A majority, 76.1 per cent of the eighty-eight county home economics agents responding, believed that interpreting policies and procedures as a function of the district agricultural agent should receive major emphasis. Only 47.7 per cent of them indicated this function was given major emphasis.

Important emphasis was given this function by 46.5 per cent of the county home economics agents. However, 23.8 per cent felt it should receive important emphasis. None of the respondents felt this function should receive minor emphasis.

Increased emphasis should be given interpreting policies and procedures as a function of the district agricultural agent according to the county home economics agents. The difference between emphasis given versus emphasis desired for this function was highly significant (.01 level).

Training County Extension Agents. Over 31.7 per cent of the county home economics agents indicated that training county extension agents as a function of the district agricultural agent was given minor emphasis. However, only 17.0 per cent of the respondents felt this function should receive minor emphasis.

Training county extension agents was given important emphasis by 40.9 per cent of the county home economics agents. Fewer, 36.3 per cent felt it should receive important emphasis.

This function was given major emphasis by 27.2 per cent of the county home economics agents. However, 46.5 per cent believed training county extension agents should receive major emphasis.

The county home economics agents believe increased emphasis should be given training county extension agents as a function of the district agricultural agent. The difference between desired and given emphasis as perceived by the county home economics agents, was highly significant (.01 level).

Public Relations Person. Nearly two thirds, 65.9 per cent, of the county home economics agents believed that public relations should receive major emphasis as a function of the district agricultural agent. Only 40.2 per cent of them felt this function was given major emphasis.

Important emphasis was given public relations by 44.8 per cent; whereas, only 27.2 per cent felt it should receive this degree of emphasis.

TABLE V

DEGREE OF EMPHASIS TO SPECIFIC FUNCTIONS OF DISTRICT
AGRICULTURAL AGENTS THAT WAS BEING GIVEN, COMPARED
TO EMPHASIS THAT SHOULD BE GIVEN, AS PERCEIVED
BY COUNTY HOME ECONOMICS AGENTS,
KANSAS, 1964

Current or desired emphasis	Degree of emphasis in per cents			Chi- square	Level of signifi- cance	Number of re- spond- ents
	Minor*	Impor- tant	Major			
<u>Interpreting Policies and Procedures</u>						
Current	5.6	46.5	47.7	20.22	.01	88
Desired	-----	23.8	76.1			
<u>Training County Extension Agents</u>						
Current	31.7	40.9	27.2	10.05	.01	88
Desired	17.0	36.3	46.5			
<u>Recruiting, Selecting and Placing of County Extension Agents</u>						
Current	11.4	29.8	58.6	7.24	.05	88
Desired	6.7	17.0	76.1			
<u>Coordinating Events and Activities</u>						
Current	34.0	39.7	26.1	7.14	.05	88
Desired	18.1	43.1	38.6			
<u>Cooperative Relations with Boards, Organizations, and Agencies</u>						
Current	18.1	43.1	38.6	8.56	.02	88
Desired	7.9	35.2	56.8			
<u>Public Relations Person</u>						
Current	14.9	44.8	40.2	14.18	.01	88
Desired	6.8	27.2	65.9			
<u>Counseling - Professional Problems</u>						
Current	27.2	48.2	24.1	33.89	.01	87
Desired	3.4	38.6	57.9			

TABLE V (continued)

Current or desired emphasis	Degree of emphasis in per cents			Chi- square	Level of signifi- cance	Number of re- spond- ents
	Minor*	Impor- tant	Major			
<hr/>						
	Coordinating Work of County Extension Agents and Specialists					
Current	35.1	44.3	20.4	14.85	.01	88
Desired	15.8	42.0	42.0			
<hr/>						
	County Financial Support					
Current	47.6	44.3	29.5	3.86	.20	88
Desired	16.9	42.0	40.9			
<hr/>						
	Assisting in Developing County Extension Programs					
Current	47.6	38.6	13.6	9.22	.01	88
Desired	27.2	47.7	25.0			
<hr/>						
	Assisting in Determining Program Progress and Accomplishments					
Current	55.5	35.2	9.0	15.24	.01	88
Desired	27.1	54.5	18.1			
<hr/>						
	Evaluating County Staff					
Current	50.4	29.8	19.5	17.85	.01	88
Desired	21.6	40.9	37.5			
<hr/>						
	Reporting Program Progress and Accomplishments					
Current	52.3	33.7	13.9	2.24	.50	86
Desired	42.9	36.0	20.9			
<hr/>						
	Counseling - Personal Problems					
Current	72.6	15.9	11.3	5.19	.10	88
Desired	56.7	23.8	19.3			

TABLE V (continued)

Current or desired emphasis	Degree of emphasis in per cents			Chi- square	Level of signifi- cance	Number of re- spond- ents
	Minor*	Impor- tant	Major			
<hr/>						
	Keeping up to Date in Supervision					
Current	32.0	29.8	37.9	27.72	.01	88
Desired	6.8	22.7	70.4			

*Includes total response to no importance, minor importance, and intermediate importance on the questionnaire.

Public relations was given minor emphasis by 14.9 per cent of the county home economics agents, while only 6.8 per cent felt this function should receive minor emphasis.

Public relations should receive increased emphasis as a function of the district agricultural agent according to the county home economics agents. The difference between desired emphasis and the emphasis given this function was highly significant (.01 level).

Counseling-Professional Problems. A majority, 57.9 per cent, of the county home economics agents reported that counseling in regard to professional problems should receive major emphasis as a function of the district agricultural agent. In contrast only 24.1 per cent of them indicated it was given major emphasis.

This function was given important emphasis by the district agricultural agent as perceived by 48.2 per cent of the county home economics agents; whereas, 38.6 per cent believed it should receive important emphasis.

Minor emphasis was given to counseling in regard to professional problems by 27.2 per cent of the respondents. Only 3.4 per cent felt this function should receive minor emphasis.

Counseling in regard to professional problems should receive increased emphasis as a function of the district agricultural agent as perceived by the county home economics agents. The difference between the emphasis given this function and the emphasis it should be given was highly significant (.01 level).

Coordinating the Work of the County Extension Agents and Specialists. Major emphasis should be given coordinating the work of the county extension agents and specialists as a function of the district agricultural agent

Assisting in Determining Program Progress and Accomplishments. Over one half, 55.5 per cent of the county home economics agents indicated that assisting in determining program progress and accomplishments was given minor emphasis. However, only 27.1 per cent felt this function should receive minor emphasis.

Twice as many county home economics agents, 18.1 per cent versus 9.0 per cent, felt this function should receive major emphasis, as compared to those who indicated it was given major emphasis.

A majority, 54.5 per cent, of the respondents felt that assisting in determining program progress and accomplishments should be given important emphasis. This function was given important emphasis according to 35.2 per cent of the county home economics agents.

The county home economics agents believed that increased emphasis should be given the function of assisting in determining program progress and accomplishments by the district agricultural agent. The difference between the emphasis given and the desired emphasis was highly significant (.01 level).

Evaluating County Staff. Evaluating the county staff as a function of the district agricultural agent was given minor emphasis by 50.4 per cent of the county home economics agents. Less than one half this number, 21.6 per cent, felt this function should be given minor emphasis.

This function should rank as important in degree of emphasis according to 40.9 per cent of the county home economics agents; whereas, 29.8 per cent of the respondents indicated that evaluating county staff was given important emphasis as a function of the district agricultural agent.

Major emphasis was given evaluating county staff as a function of

the district agricultural agent by 19.5 per cent of the county home economics agents. However, 37.5 per cent of them felt it should receive major emphasis.

The county home economics agents indicated that evaluating county staff should receive increased emphasis as a function of the district agricultural agent. The difference between the emphasis given and the desired for this function was highly significant (.01 level).

Keeping up to Date in Supervision. Nearly one third, 32.0 per cent, of the county home economics agents indicated that keeping up to date in supervision was given minor emphasis by the district agricultural agent. However, only 6.8 per cent of the respondents felt this function should receive minor emphasis.

Keeping up to date in supervision was given important emphasis by 29.8 per cent of the county home economics agents. However, only 22.7 per cent of the respondents felt it should receive important emphasis.

Seven out of ten, 70.4 per cent, of the county home economics agents believed that keeping up to date in supervision should receive major emphasis as a function of the district agricultural agent. This function was given major emphasis by only 37.9 per cent of the home economics agents.

The county home economics agents believe that keeping up to date in supervision as a function of the district agricultural agent should be given increased emphasis. The difference between the emphasis given and the desired emphasis was highly significant (.01 level).

Cooperative Relations with Boards, Organizations, and Agencies.

Over one half, 56.8 per cent, of the county home economics agents believed that cooperative relations with boards, organizations, and agencies should

receive major emphasis as a function of the district agricultural agent. This function was given major emphasis by 38.6 per cent of the respondents.

Minor emphasis was given this function by 18.1 per cent of the respondents. While only 7.9 per cent felt it should receive minor emphasis.

The function of cooperative relations with boards, organizations, and agencies should receive increased emphasis by the district agricultural agent as perceived by the county home economics agents. The difference between desired emphasis and given emphasis was significant (.02 level).

Recruiting, Selecting, and Placing of County Extension Agents.

Very few, 6.7 per cent, of the county home economics agents felt that recruiting, selecting, and placing of county extension agents should receive minor emphasis as a function of the district agricultural agent. However, 11.4 per cent of them indicated this function was given minor emphasis.

This function was given important emphasis by the district agricultural agent, as perceived by 29.8 per cent of the county home economics agents; whereas, only 17.0 per cent felt it should receive important emphasis.

A large majority, 76.1 per cent, of the county home economics agents believe that recruiting, selecting, and placing of county extension agents should receive major emphasis, compared to 58.6 per cent who indicated this function was given major emphasis.

County home economics agents indicated that recruiting, selecting, and placing of county extension agents should receive increased emphasis as a function of the district agricultural agent. The difference between the emphasis that was given this function and the desired emphasis as perceived by the county home economics agents was significant (.05 level).

Coordinating Events and Activities. Coordinating events and activities was given minor emphasis as a function of the district agricultural agent by 34.0 per cent of the county home economics agents. However, only 18.1 per cent of the respondents felt this function should receive minor emphasis. Approximately twice as many county home economics agents indicated this function was given minor emphasis as those who believed it should receive minor emphasis.

This function was given major emphasis by the district agricultural agent according to 26.1 per cent of the county home economics agents; whereas, 38.6 per cent of them felt that coordinating events and activities should receive major emphasis.

Coordinating events and activities should receive increased emphasis as a function of the district agricultural agent as perceived by the county home economics agents. The difference between the desired emphasis and the given emphasis of this function was significant (.05 level).

County Club Agents

The degree of emphasis assigned to selected functions of the district agricultural agent by the county club agents is reported in Table VI.

The difference between the emphasis that was given versus the emphasis that should be given in regard to a specific function is discussed if the difference was significant at the .05 level or above.

There were thirty club agents employed by the Kansas Extension Service when the data was gathered. Table VI lists their response by degree of emphasis in percentage. However, the following discussion also refers to actual number of respondents reporting under each category of emphasis.

TABLE VI

DEGREE OF EMPHASIS TO SPECIFIC FUNCTIONS OF DISTRICT
AGRICULTURAL AGENTS THAT WAS BEING GIVEN, COMPARED
TO EMPHASIS THAT SHOULD BE GIVEN, AS PERCEIVED
BY COUNTY CLUB AGENTS, KANSAS, 1964

Current or desired emphasis	Degree of emphasis in per cents			Chi- square	Level of signifi- cance	Number of re- spond- ents
	Minor*	Impor- tant	Major			
<u>Interpreting Policies and Procedures</u>						
Current	22.2	55.5	22.2	1.84**	.20	27
Desired	-----	44.4	55.5			
<u>Training County Extension Agents</u>						
Current	59.2	33.3	7.4	4.63	.10	27
Desired	37.0	37.0	25.9			
<u>Recruiting, Selecting, and Placing of County Extension Agents</u>						
Current	18.5	33.3	48.1	2.74	.30	27
Desired	7.4	25.9	66.6			
<u>Coordinating Events and Activities</u>						
Current	51.8	33.3	14.8	4.87	.10	27
Desired	25.9	40.7	33.3			
<u>Cooperative Relations with Boards, Organizations and Agencies</u>						
Current	40.7	33.3	25.9	8.52	.02	27
Desired	11.1	33.3	55.5			
<u>Public Relations Person</u>						
Current	25.9	55.5	18.5	6.37	.05	27
Desired	14.8	37.0	48.1			
<u>Counseling - Professional Problems</u>						
Current	33.3	51.8	14.8	16.80	.01	27
Desired	7.4	29.6	62.9			

TABLE VI (continued)

Current or desired emphasis	Degree of emphasis in per cents			Chi- square	Level of signifi- cance	Number of re- spond- ents
	Minor*	Impor- tant	Major			
<u>Coordinating Work of County Extension Agents and Specialists</u>						
Current	40.7	37.0	22.2	.45	.80	27
Desired	37.0	33.3	29.6			
<u>County Financial Support</u>						
Current	40.7	44.4	14.8	2.11	.50	27
Desired	29.6	40.7	29.6			
<u>Assisting in Developing County Extension Programs</u>						
Current	77.7	22.2	----	6.21**	.05	27
Desired	40.7	44.4	14.8			
<u>Assisting in Determining Program Progress and Accomplishments</u>						
Current	81.4	14.8	3.7	4.29	.20	27
Desired	59.2	22.2	18.5			
<u>Evaluating County Staff</u>						
Current	33.3	40.7	25.9	8.99	.02	27
Desired	3.7	48.1	48.1			
<u>Reporting Program Progress and Accomplishments</u>						
Current	62.9	29.6	7.4	2.05	.50	27
Desired	44.4	48.1	7.4			
<u>Counseling - Personal Problems</u>						
Current	62.9	33.3	3.7	3.63**	.10	27
Desired	33.3	40.7	25.9			

TABLE VI (continued)

Current or desired emphasis	Degree of emphasis in per cents			Chi- square	Level of signifi- cance	Number of re- spond- ents
	Minor*	Impor- tant	Major			
	<u>Keeping up to Date in Supervision</u>					
Current	37.0	51.8	11.1	9.01	.02	27
Desired	18.5	37.0	44.4			

*Includes total response to no importance, minor importance, and intermediate importance on the questionnaire.

**Chi-square calculated with Yates correction for continuity and the categories of "important" and "major" combined, because of theoretical cell size.

Counseling-Professional Problems. Seventeen, 62.9 per cent, of the county club agents felt that counseling in regard to professional problems should receive major emphasis; whereas, only four, 14.8 per cent, of them indicated this function was given major emphasis.

Slightly over one-half, 51.8 per cent, of the county club agents indicated this function was given important emphasis and only 29.6 per cent felt it should receive important emphasis.

One-third, 33.3 per cent, of the respondents indicated that counseling in regard to professional problems was given minor emphasis as a function of the district agricultural agent. However, only two, 7.4 per cent, of the county club agents believed this function should receive minor emphasis.

Counseling in regard to professional problems as a function of the district agricultural agent should receive increased emphasis as perceived by the county club agents. The difference between emphasis given and desired emphasis for this specific function was highly significant (.01 level).

Cooperative Relations with Boards, Organizations, and Agencies.

Fifteen, 55.5 per cent, of the county club agents believed that cooperative relations with boards, organizations and agencies should receive major emphasis as a function of the district agricultural agent. However, only seven, 25.9 per cent, indicated this function was given major emphasis.

One-third, 33.3 per cent, of the county club agents indicated this function was given and should be given important emphasis by the district agricultural agent.

Minor emphasis was given cooperative relations with boards,

organizations, and agencies according to eleven, 40.7 per cent, of the respondents. But only four, 11.1 per cent, felt this function should receive minor emphasis.

Cooperative relations with boards, organizations, and agencies should be given increased emphasis as a function of the district agricultural agent according to the county club agents. The difference between the emphasis given this function and the desired emphasis was significant (.02 level).

Evaluating County Staff. Major emphasis should be given evaluating county staff as a function of the district agricultural agent according to thirteen, 48.1 per cent, of the county club agents. Only seven, 25.9 per cent, of them indicated this function was given major emphasis.

Eleven, 40.7 per cent, of the county club agents indicated that evaluating county staff was given important emphasis. However, thirteen, 48.1 per cent, of the club agents felt this function should receive important emphasis.

Minor emphasis was given evaluating county staff as a function of the district agricultural agent according to one-third, 33.3 per cent, of the county club agents. Only one, 3.7 per cent, of them felt this function should receive minor emphasis.

Increased emphasis should be given evaluating county staff as a function of the district agricultural agent according to the county club agents. The difference between desired emphasis and the emphasis given this function was significant (.02 level).

Keeping up to Date in Supervision. A majority, fourteen, 51.8 per cent, of the county club agents indicated that keeping up to date in

supervision was given important emphasis as a function of the district agricultural agent. Important emphasis should be given this function according to ten, 37.0 per cent, of the respondents.

Twelve, 44.4 per cent, of the county club agents believed this function should receive major emphasis, while, only three, 11.1 per cent, indicated that major emphasis was given this function.

Ten, 37.0 per cent, of the respondents indicated that only minor emphasis was given keeping up to date in supervision as a function of the district agricultural agent. However, five, 18.5 per cent, of the county club agents felt this function should receive minor emphasis.

Keeping up to date in supervision should be given increased emphasis as a function of the district agricultural agent as perceived by the county club agents. The difference between the emphasis given this function and the emphasis it should receive was significant (.02 level).

Public Relations Person. Fifteen, 55.5 per cent, of the county club agents indicated that public relations as a function of the district agricultural agent was given important emphasis. While ten, 37.0 per cent of them believed this function should receive important emphasis.

Minor emphasis was given this function by seven, 25.9 per cent, of the county club agents; whereas, only four, 14.8 per cent, felt it should receive minor emphasis.

Public relations should receive major emphasis as a function of the district agricultural agent according to the county club agents. However, only five, 18.5 per cent, of them indicated this function was given major emphasis.

The county club agents indicated that increased emphasis should be

given public relations as a function of the district agricultural agent. The difference between the emphasis given this function and the desired emphasis was significant (.05 level).

Assisting in Developing County Extension Programs. Twenty-one, 77.7 per cent, of the county club agents indicated that assisting in developing county extension programs was given minor emphasis as a function of the district agricultural agent. Minor emphasis should be given this function according to eleven, 40.7 per cent, of the county club agents.

Twelve, 44.4 per cent, of the county club agents felt this function should receive important emphasis. Six, 22.2 per cent, of them indicated that assisting in developing county extension programs was given important emphasis.

Major emphasis should be given this function as reported by four, 14.8 per cent, of the county club agents. However, none of the respondents indicated that assisting in developing county extension programs was given major emphasis.

The county club agents response indicated that increased emphasis should be given to assisting in developing county extension programs as a function of the district agricultural agent. The difference between the desired emphasis and the emphasis given this function was significant (.05 level).

CHAPTER IV

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

Summary

This was a study to determine the role of the district agricultural agent in the Kansas Extension Service. The study included all extension administrators, district agricultural agents, district home economics agents, county agricultural agents, county home economics agents, and county club agents. The number and per cent response for each personnel group was as follows:

	Number of Personnel	Number of Responses	Per Cent Response
Administrators	23	19	82.6
District Agricultural Agents	5	5	100.0
District Home Economics Agents	4	4	100.0
County Agricultural Agents	117	108	92.3
County Home Economics Agents	106	88	83.0
County Club Agents	30	27	90.0
All Personnel Groups	285	251	88.0

This was part of a broader study to determine the role of all personnel in the Kansas Extension Service.

The data were collected by a mailed questionnaire developed around fifteen broad functions for extension supervisors, district agricultural agents in Kansas, as shown in the appendix A. The functions were identified in similar extension studies. The questionnaire was mailed November 14, 1964.¹

The functions were evaluated by extension personnel in each of two ways (a) on the basis of emphasis that was given and (b) on the basis of the emphasis that should be given each function. A scale of five, four, three, two and one was used to indicate the degree of emphasis each respondent felt each function should be given and the degree of emphasis that the function was given. A score of five indicated major emphasis, four indicated important emphasis, three indicated intermediate emphasis, two indicated minor emphasis and one indicated no emphasis.

Data were analyzed by the use of percentages and chi-square to determine the differences between the emphasis given functions and the emphasis that should be given them as perceived by extension personnel, classified by type of position.

The following is a discussion of those functions in which the differences between emphasis given and emphasis desired, as perceived by the respective personnel groups, were significant.

Training County Extension Agents. All personnel groups, except district agricultural agents and county club agents, indicated that

¹The title of district agricultural agent was changed to district extension supervisor, Kansas Extension Service, effective July 1, 1967.

training county extension agents should receive increased emphasis as a function of the district agricultural agent. This function then might well be given major emphasis in preparing a job description for the district agricultural agent. This study did not attempt to identify areas of training needed, requested and/or desired.

Assisting in Developing County Extension Programs. All personnel groups indicated that increased emphasis should be given to assisting in developing county extension programs by the district agricultural agent.

This would indicate that extension administrators look to the district agricultural agent for implementation of extension programs in the various counties. Also, that county extension agents (agricultural, home economics, and club agent) are looking to the district agricultural agent for even more assistance in developing programs on the county level.

Based on the data collected, the function of assisting in developing county extension programs should be given major emphasis by the district agricultural agent.

Interpreting Policies and Procedures. District agricultural agents, district home economics agents, county agricultural agents and county home economics agents indicated that interpreting policies and procedures should receive increased emphasis as a function of the district agricultural agent.

The county extension agents look to the district agricultural agent for interpretation of policies and procedures established by the extension administrators. A county extension agent may disagree (personally) with a specific policy and/or procedure. However, if the policy and/or procedure is properly interpreted by the district agricultural agent, the county extension agent can implement the policy or procedure as desired by the extension administrators.

This study indicates that interpreting policies and procedures should be given major emphasis as a function of the district agricultural agent.

Counseling in Regard to Professional Problems. Counseling in regard to professional problems should receive increased emphasis according to the responses from all personnel groups. This would indicate that extension administrators feel this is an important function of the district agricultural agent. Also, the county extension agents expect the district agricultural agent to counsel them in regard to professional problems. Likewise the district agricultural agents feel that counseling in regard to professional problems is a part of their job. Personnel group responses indicate that counseling in regard to professional problems should be given major emphasis as a function of the district agricultural agent.

Assistance in Determining Program Progress and Accomplishments. All personnel groups, except the county club agents, indicated that assistance in determining program progress and accomplishments should be given increased emphasis as a function of the district agricultural agent.

The county club agents indicated that increased emphasis should be given assistance in development of county extension programs. However, they did not indicate a need for increased emphasis on assistance in determining program progress and accomplishments as a function of the district agricultural agent.

County club agents probably do not look to the district agricultural agent as a trained person in their fields; whereas, the extension administrators have selected district agricultural agents on the basis of their administrative and personnel management capabilities. The county

agricultural agents expect program development and progress assistance because district agricultural agents have been selected from county agricultural agent personnel and have first hand experience as a county agricultural agent.

Evaluating County Staff. All personnel groups indicated that evaluating county staff should be given increased emphasis as a function of the district agricultural agent.

This would indicate that extension administrators expect the district agricultural agent to be able to inform administrators of county personnel professional abilities and qualities. Further, that county extension personnel expect to be evaluated by the district agricultural agent.

Coordinating Work of County Extension Agents and Specialists. Extension administrators, district home economics agents, and county home economics agents felt that coordinating the work of county extension agents and specialists should receive increased emphasis as a function of the district agricultural agent.

Keeping up to Date in Supervision. All personnel groups indicated that increased emphasis should be given to keeping up to date in supervision as a function of the district agricultural agent. Extension administrators probably believe of this to be an indicator of professional quality.

Cooperative Relations with Boards, Organizations, and Agencies. Cooperative relations with boards, organizations, and agencies should be given increased emphasis as a function of the district agricultural agent according to all personnel groups.

This probably indicates the awareness by the extension personnel

of the need for cooperative relations with individuals and groups in order that the extension program can be conducted.

Public Relations Person. All personnel groups except the extension administrators indicated that serving as a public relations person should be given increased emphasis as a function of the district agricultural agent. This would indicate that all county personnel and the district home economics agents see public relations as an important part of the district agricultural agent's job and he likewise is quite aware of this responsibility.

Recruiting, Selecting, and Placing of County Extension Agents.

Recruiting, selecting and placing of county extension agents should be given increased emphasis as a function of the district agricultural agent as perceived by all personnel groups except extension administrators and county club agents.

Extension administrators apparently were not aware of the district agricultural agents working responsibility in this area. County club agents may observe the district agricultural agent in the role of an itinerant county agricultural agent rather than a personnel supervisor.

Coordinating Events and Activities. Only the district home economics agents, county agricultural agents, and county home economics agents indicated that coordinating events and activities should be given increased emphasis as a function of the district agricultural agent.

County club agents probably do not think of the district agricultural agent as a coordinator of events and activities because they are not responsible for coordinating very many 4-H events and activities which the club agents have responsibilities.

Reporting Program Progress and Accomplishments. The district agricultural agents and district home economics agents were the only personnel groups who indicated that reporting program progress and accomplishments should be given increased emphasis as a function of the district agricultural agent.

These two personnel groups have the responsibility to report program progress to the administrator. This may be an indication of their desire to do an even better job of reporting program progress and accomplishments.

Counseling in Regard to Personal Problems. The district agricultural agents were the only group who indicated that counseling in regard to personal problems should be given increased emphasis as a function of the district agricultural agent.

County Financial Support. None of the personnel groups indicated that county financial support should be given increased emphasis as a function of the district agricultural agent.

Conclusions

The following conclusions were made following the analysis of the data:

1. County agricultural agents believe that the following eleven functions should receive increased emphasis by the district agricultural agent: interpreting policies and procedures; training county extension agents; counseling in regard to professional problems; assisting in developing county extension programs; assisting in determining program progress and accomplishments; evaluating county staff; recruiting, selecting,

and placing of county extension agents; coordinating events and activities; cooperative relations with boards, organizations, and agencies; public relations; and keeping up to date in supervision.

The functions they did not include to receive increased emphasis were: reporting program progress and accomplishments; county financial support; coordinating the work of county extension agents and specialists; and counseling in regard to personal problems.

2. The county home economics agents felt that coordinating the work of county extension agents and specialists should receive increased emphasis, in addition to the eleven functions named by the county agricultural agent.
3. Seven of the functions indicated to receive emphasis as perceived by the county agricultural agents were also listed by extension administrators to receive increased emphasis. Functions which the extension administrators did not list to receive increased emphasis were interpreting policies and procedures; recruiting, selecting, and placing of county extension agents; coordinating events and activities; and public relations.

In addition, extension administrators agreed with the county home economics agents that coordinating the work of county extension agents and specialists should receive increased emphasis.

4. Assisting in developing county extension programs; evaluating county staff; keeping up to date in supervision; cooperative relations with boards, organizations and agencies; and counseling professional problems should receive increased emphasis by the district agricultural agent as perceived by all extension personnel groups.
5. Nine of the eleven functions listed by the county agricultural agents were also indicated to receive increased emphasis as perceived by the district agricultural agent. The functions they did not include were training county extension agents and coordinating events and activities.

In addition the district agricultural agents felt that reporting program progress and accomplishments, and counseling in regard to personal problems should receive increased emphasis as functions of the district agricultural agent.

6. Public relations as a function of the district agricultural agent should receive increased emphasis according to all personnel groups except the extension administrators.
7. Coordinating the work of the county extension agents and specialists should be given increased emphasis as perceived by the county home economics agents, district home economics agents, and extension administrators.
8. Training county extension agents as a function of the district agricultural agent should receive increased emphasis according to all extension personnel groups except district agricultural agents and county club agents.

These data in this study indicated increased emphasis should be

given fourteen of the fifteen selected functions of the district agricultural agent. Eleven of these functions should be given increased emphasis according to four or more of the personnel groups. The need for increased emphasis may be interpreted as either (a) increased time spent on each function and/or (b) increased efficiency in performing these functions by supervisory personnel.

Recommendations

The data for this study were obtained from Kansas Extension Service personnel in 1964. Similar data were obtained for six other extension personnel positions. The results of this study are particularly applicable to the personnel position of the district agricultural agent, but may be of interest to other extension personnel groups. It is recommended that:

1. This study should be made available for those responsible for preparing job descriptions for the district agricultural agents.
2. Findings of this study should be made available to those responsible for developing material for both pre-service, induction, and in-service training for extension personnel.
3. Differences between personnel groups should be studied for significance in regard to both emphasis given and emphasis that should be given specific functions of the district agricultural agent.
4. Further study should be made in regard to the influence of biographical data on the degree of emphasis that was given and should be given specific functions of the district agricultural agent.

THE NEW
CARD INDEX

SELECTED
BIBLIOGRAPHY

SELECTED BIBLIOGRAPHY

A. BOOKS

- Dornbusch, Sanford M., and Calvin R. Schmid. A Primer of Social Statistics. New York: McGraw-Hill Book Company, Inc., 1955. 251 pp.
- Eisenhart, Churchill, Millard W. Hasty, W. Allen Wallis (ed.). Techniques of Statistical Analysis. New York: McGraw-Hill Book Company, Inc., 1947. 478 pp.
- Kelsey, Lincoln D., and Cannon C. Hearne. Cooperative Extension Work. Ithaca, New York: Comstock Publishing Associates, 1963. 424 pp.
- Linton, Ralph. The Cultural Background of Personality. New York: Appleton-Century-Crofts Company, Inc., 1945. 157 pp.
- Wert, James E., Charles O. Neidt, J. Stanley Ahmann. Statistical Methods in Educational and Psychological Research. New York: Appleton-Century-Crofts, Inc., 1954. 435 pp.
- Wylie, Ruth C. The Self Concept. Lincoln: University of Nebraska Press, 1961. 370 pp.
- Yule, G. Udny, and M. G. Kendall. An Introduction to the Theory of Statistics. London: Charles Griffin and Company, Limited, 42 Drury Lane, W. C. 2, 1937. 570 pp.

B. PERIODICALS

- Calvine, Ralph D., and Abner S. McArthur. "Extension's Changing Role," Farm Journal, LXIX (October, 1952).
- Durfee, Arthur E. "The Changing Role of the Supervisor," Journal of Cooperative Extension, I (Fall, 1963), 153-155.
- Jacobson, Eugene, W. W. Charters, Jr., and Seymour Lieberman. "The Use of the Role Concept in the Study of Complex Organizations," Journal of Social Issues, 7:18, 1961.
- Moreno, J. L. "The Concept of Role: Bond Between Psychiatry and Sociology," Evolution Psychiatrique, 27(3) (1962), 327-337.
- Moreno, J. L. "Role Theory and the Emergence of Self," Group Psychotherapy, 15(2) (1962), 114-117.
- Olsen, Charles J. "Supervising Not a Lazy Man's Job." Advanced Management - Office Executive, 2(3) (1963). 9-13.

Parker, Treadway C. "Relationships Among Measures of Supervisory Behavior, Group Behavior, and Situational Characteristics." Personal Psychology, 16(4) (1963). 319-334.

Robinson, Russel D. "Examining the Role of Agents in 4-H," Journal of Cooperative Extension, II (Summer, 1964), p. 112.

Schultz, Richard S. "A Realistic Look at Supervisory Development." Personnel Journal, 43(1) (1964). 35-38.

Wagner, L. W. "Leadership Style, Hierarchical Influence, and Supervisory Role Obligations." Administrative Science Quarterly, 9(4) (1965). 391-420.

C. UNPUBLISHED

Jones, Harold E. "Organization Plan and Duties for Kansas Extension Service." Manhattan: Extension Service, Kansas State University, Revised, January, 1960. (Mimeographed.)

Miller, Harold L. "Job Satisfaction and Prestige as They Effect Tenure of 4-H Extension Workers," Unpublished M. S. thesis, The University of Wisconsin, Madison, 1956.

Moe, Edward O. "Techniques in Personnel Evaluation." Paper presented at the Seminar in Extension Supervision for Western Region, University of Nevada, September 9, 1959.

Organization Chart - Division of Extension, Kansas State University, July 1, 1963. (Mimeographed.)

Sabrosky, Laurel K. "Role Perception of the County 4-H Club Agent." Extension Research and Training, Federal Extension Service, United States Department of Agriculture.

The State Committee on Extension on Training. "Report to Director of Extension." Manhattan: Kansas State Extension Service, April, 1963. (Mimeographed.)

Straughn, Alto A. "A Study of the Perceived Role of County Extension Agents in Program Planning in Florida and Kansas," Unpublished Ph.D. thesis, University of Wisconsin, 1963.

Trent, Curtis. "The Administrative Role of the State 4-H Leader in Selected States--A Study in Role Perception." Unpublished Ph.D. thesis, The University of Wisconsin, Madison, 1961.

VandeBerg, Gale L. "The Functions and Responsibilities of District Leaders in the Cooperative Extension Service in Wisconsin." Unpublished Ph. D. thesis, The University of Wisconsin, 1957.

D. BULLETIN

Wilkening, Eugene A. The County Extension Agent in Wisconsin, Perceptions of Role Definitions as Viewed by Agents. Research Bulletin No. 203. Madison: University of Wisconsin, September, 1957.

APPENDIX A

COOPERATIVE EXTENSION SERVICE

82

IN

AGRICULTURE AND HOME ECONOMICS

KANSAS STATE UNIVERSITY
Division of Extension
Office of Director, Umberger Hall
MANHATTAN, KANSAS 66504

November 14, 1964

TO: Kansas Cooperative Extension Service Staff Members

RE: "The Role of Cooperative Extension Personnel in Kansas"

Dear Colleagues:

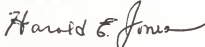
Attached to this letter is an Opinion Survey designed to give you the opportunity to express your feelings regarding certain functions of Extension Personnel.

Please respond conscientiously to all items on all pages.
No attempt will be made to identify individual respondents.

You should be able to complete the questionnaire in 20 to 30 minutes.

Please return the completed questionnaire to my office not later than December 15, 1964.

Sincerely yours,



Harold E. Jones
Director

HEJ:sf

Attachment

THE ROLE OF COOPERATIVE EXTENSION PERSONNEL IN KANSAS

Purpose of the Study

This study represents one step in the attempt to define more clearly the various jobs of Cooperative Extension Personnel in Kansas. The results of the study will be made available to committees working on job descriptions during 1965.

The study deals with certain identified functions of staff members. The primary purpose is to determine the degree of consensus among members of the Extension staff and among members of county executive boards as to the order of importance of these functions, now and in the future.

The data will be analyzed by graduate students in Extension Education at Kansas State University.

General Instructions

- a. Please do not sign the questionnaire.
- b. There are no "right" or "wrong" responses to the statements. Your own feelings and opinions, based on your knowledge and experience, as of now are important.
- c. Please disregard IBM numbers in the margins as they are to be used for tabulation purposes only.
- d. Please re-check the total questionnaire after you have completed it to make sure you have responded to all items on all pages.

THE ROLE OF COOPERATIVE EXTENSION PERSONNEL IN KANSAS

QUESTIONNAIRE

B.M.

1. No.

Please check the category into which your present position falls:

1. ___ Administration (includes all people in Project 1 plus State Leaders, Associate State Leaders, and Academic Department Heads)
2. ___ District Agricultural Agent
3. ___ District Home Economics Agent
4. ___ Specialist (includes Associate and Assistant Editors, Section Leaders, District Economists, F.M. Fieldmen, Area Agriculturalists, Area and District Foresters, Area Engineers, Assistants to State Leaders, and 4-H Club Specialists)
5. ___ Agricultural Agent (includes County Agricultural Agents, Assistant County Agricultural Agents and Male Assistant County Extension Agents)
6. ___ Home Economics Agent (includes County Home Economics Agents, Assistant County Home Economics Agents, Female Assistant or Associate County Extension Agents)
7. ___ 4-H Club Agent (includes County Club Agents and Assistant County Club Agents)

Please indicate your Extension project number (county workers check Project 8):

- | | |
|--|--|
| 1. ___ Project 1 (Extension Administration) | 5. ___ Project 5 (Home Economics) |
| 2. ___ Project 2 (Information) | 6. ___ Project 6 (4-H) |
| 3. ___ Project 3 (Agricultural Production, Management and Natural Resources) | 7. ___ Project 7 (Community Public Affairs) |
| 4. ___ Project 4 (Marketing) | 8. ___ Project 8 (County Extension Operations) |

Sex:

- | | |
|-------------|---------------|
| 1. ___ Male | 2. ___ Female |
|-------------|---------------|

Age - as of December 1, 1964:

- | | |
|---|---|
| 1. <input type="checkbox"/> Under 25 years | 4. <input type="checkbox"/> 45 & under 55 years |
| 2. <input type="checkbox"/> 25 & under 35 years | 5. <input type="checkbox"/> 55 & under 65 years |
| 3. <input type="checkbox"/> 35 & under 45 years | 6. <input type="checkbox"/> 65 years & over |

Number of years experience as a county Extension worker as of December 1, 1964:

- | | |
|--|---|
| 1. <input type="checkbox"/> None | 5. <input type="checkbox"/> 11 years but less than 16 |
| 2. <input type="checkbox"/> Less than 1 year | 6. <input type="checkbox"/> 16 years but less than 21 |
| 3. <input type="checkbox"/> 1 year but less than 6 | 7. <input type="checkbox"/> 21 years and over |
| 4. <input type="checkbox"/> 6 years but less than 11 | |

Number of years experience in your present type of Extension work as of December 1, 1964:

- | | |
|--|---|
| 1. <input type="checkbox"/> Less than 1 year | 4. <input type="checkbox"/> 11 years but less than 16 |
| 2. <input type="checkbox"/> 1 year but less than 6 | 5. <input type="checkbox"/> 16 years but less than 21 |
| 3. <input type="checkbox"/> 6 years but less than 11 | 6. <input type="checkbox"/> 21 years and over |

What is the highest degree you hold as of December 1, 1964?:

1. ☐ Bachelor
2. ☐ Master's
3. ☐ Doctor's

Have you done graduate work beyond degree checked above?:

- | | |
|---------------------------------|--------------------------------|
| 1. <input type="checkbox"/> Yes | 2. <input type="checkbox"/> No |
|---------------------------------|--------------------------------|

Have you completed the 5 week Kansas Extension Service Induction Training Program?:

- | | |
|---------------------------------|--------------------------------|
| 1. <input type="checkbox"/> Yes | 2. <input type="checkbox"/> No |
|---------------------------------|--------------------------------|

(If a county worker) in which Extension District do you work?:

- | | |
|---------------------------------------|---------------------------------------|
| 1. <input type="checkbox"/> Central | 4. <input type="checkbox"/> Northwest |
| 2. <input type="checkbox"/> Northeast | 5. <input type="checkbox"/> Southwest |
| 3. <input type="checkbox"/> Southeast | |

(If a county worker) would you classify the economy of your county as rural or urban?:

- | | |
|-----------------------------------|-----------------------------------|
| 1. <input type="checkbox"/> Rural | 2. <input type="checkbox"/> Urban |
|-----------------------------------|-----------------------------------|

Have you ever taken a college course in Extension Education?:

- | | |
|---------------------------------|--------------------------------|
| 1. <input type="checkbox"/> Yes | 2. <input type="checkbox"/> No |
|---------------------------------|--------------------------------|

SPECIFIC INSTRUCTIONS

On the following pages are lists of functions identified from the literature and research studies which are performed by individuals in various job categories of the Cooperative Extension Service. Please evaluate the functions listed for each of the job categories included in this questionnaire. There are two sets of rating scales for each function. On rating scale I, please indicate the degree of emphasis you believe should be given to each function by circling the appropriate number.

On rating scale II, circle the number indicating the degree of emphasis you feel is currently given to each function.

If you feel important functions have been omitted, please add and indicate the degree of emphasis.

Definitions:

- ⑤ Major Emphasis - A function which receives (or should receive) a great deal of attention and top priority of time.
- ④ Important Emphasis - A function which is seldom (or seldom should be) neglected, but might be postponed for top priority work.
- ③ Intermediate Emphasis - A function which is done (or should be done) but might be postponed for more urgent work.
- ② Minor Emphasis - A function which might be (or might ought to be done) but only if a person finds time.
- ① No Emphasis - A function on which no time is (or ought to be) spent.

PLEASE RESPOND TO ALL ITEMS ON ALL PAGES

FUNCTIONS OF EXTENSION ADMINISTRATION

(Includes all people in Project I plus State Leaders,
Associate State Leaders and Academic Department Heads)

Deck No. 1

Functions of Extension Administration	I Emphasis should be given function					II Emphasis currently being given function					
	Major	Important	Intermed.	Minor	No	Major	Important	Intermed.	Minor	No	
Recruiting and orienting his immediate staff.	5	4	3	2	1	5	4	3	2	1	18.
Formulating and defining the purposes and objectives of the organization.	5	4	3	2	1	5	4	3	2	1	20.
Evaluating programs and progress made.	5	4	3	2	1	5	4	3	2	1	22.
Serving as a public relations person for Extension.	5	4	3	2	1	5	4	3	2	1	24.
Reporting program progress and accomplishments.	5	4	3	2	1	5	4	3	2	1	26.
Planning broad educational programs.	5	4	3	2	1	5	4	3	2	1	28.
Delegating and allocating authority and responsibility.	5	4	3	2	1	5	4	3	2	1	30.
Stimulating and motivating the staff.	5	4	3	2	1	5	4	3	2	1	32.
Establishing budgets and other formal arrangements.	5	4	3	2	1	5	4	3	2	1	34.
Evaluating the quality and quantity of staff performance.	5	4	3	2	1	5	4	3	2	1	36.
Coordinating the efforts of staff.	5	4	3	2	1	5	4	3	2	1	38.
Developing and maintaining the organizational arrangements.	5	4	3	2	1	5	4	3	2	1	40.
Keeping up to date on pertinent new developments and research in the field of administration.	5	4	3	2	1	5	4	3	2	1	42.
Other (specify)	5	4	3	2	1	5	4	3	2	1	44.

FUNCTIONS OF DISTRICT AGRICULTURAL AGENTS

88

Deck No. 1

Functions of District Agricultural Agents	I Emphasis should be given					II Emphasis currently being					
	function					given function					
	Major	Important	Intermed.	Minor	No	Major	Important	Intermed.	Minor	No	
<u>Interpreting Extension policies and procedures to county Extension staff and to the public.</u>	5	4	3	2	1						47.
<u>Training county Extension agents.</u>	5	4	3	2	1						49.
<u>Recruiting, selecting, and placing county Extension agents.</u>	5	4	3	2	1						51.
<u>Coordinating county and/or District Extension events or activities.</u>	5	4	3	2	1						53.
<u>Establishing and maintaining cooperative relations with advisory boards, organizations and public agencies at district and county level.</u>	5	4	3	2	1						55.
<u>Serving as a public relations person for Extension.</u>	5	4	3	2	1						57.
<u>Counseling with county Extension personnel on professional problems.</u>	5	4	3	2	1						59.
<u>Coordinating the work of county Extension staffs with specialists staffs and other Extension personnel.</u>	5	4	3	2	1						61.
<u>Arranging for financial support at the county level.</u>	5	4	3	2	1						63.
<u>Assisting county Extension staffs and lay groups in developing county Extension programs.</u>	5	4	3	2	1						65.
<u>Assisting county Extension staffs in determining program progress and accomplishments.</u>	5	4	3	2	1						67.
<u>Evaluating quality and quantity of county staff performance.</u>	5	4	3	2	1						69.
<u>Reporting program progress and accomplishments.</u>	5	4	3	2	1						71.
<u>Counseling with county Extension personnel on personal problems.</u>	5	4	3	2	1						73.
<u>Keeping up to date on pertinent new developments and research in the field of supervision.</u>	5	4	3	2	1						75.
<u>Other (specify)</u>	5	4	3	2	1						77.

Deck No. 2

Functions of District Home Economics Agents	I Emphasis should be given function					II Emphasis currently being given function						
	Major	Important	Intermed.	Minor	No	Major	Important	Intermed.	Minor	No		
<u>Interpreting Extension policies and procedures to county Extension staff and to the public.</u>	5	4	3	2	1		5	4	3	2	1	18.
<u>Training county Extension agents.</u>	5	4	3	2	1		5	4	3	2	1	20.
<u>Recruiting, selecting, and placing county Extension agents.</u>	5	4	3	2	1		5	4	3	2	1	22.
<u>Coordinating county and/or district Extension events or activities.</u>	5	4	3	2	1		5	4	3	2	1	24.
<u>Establishing and maintaining cooperative relations with advisory boards, organizations, and public agencies at district and county level.</u>	5	4	3	2	1		5	4	3	2	1	26.
<u>Serving as a public relations person for Extension.</u>	5	4	3	2	1		5	4	3	2	1	28.
<u>Counseling with county Extension personnel on professional problems.</u>	5	4	3	2	1		5	4	3	2	1	30.
<u>Coordinating the work of county Extension staffs with specialists staffs and other Extension personnel.</u>	5	4	3	2	1		5	4	3	2	1	32.
<u>Arranging for financial support at the county level.</u>	5	4	3	2	1		5	4	3	2	1	34.
<u>Assisting county Extension staffs and lay groups in developing county Extension programs.</u>	5	4	3	2	1		5	4	3	2	1	36.
<u>Assisting county Extension staffs in determining program progress and accomplishments.</u>	5	4	3	2	1		5	4	3	2	1	38.
<u>Evaluating quality and quantity of county staff performance.</u>	5	4	3	2	1		5	4	3	2	1	40.
<u>Reporting program progress and accomplishments.</u>	5	4	3	2	1		5	4	3	2	1	42.
<u>Counseling with county Extension personnel on personal problems.</u>	5	4	3	2	1		5	4	3	2	1	44.
<u>Keeping up to date on pertinent new developments in the field supervision.</u>	5	4	3	2	1		5	4	3	2	1	46.
<u>Other (specify)</u>	5	4	3	2	1		5	4	3	2	1	48.

FUNCTIONS OF EXTENSION SPECIALISTS

90

(Includes Associate and Assistant Editors, Section Leaders, District Economists, Farm Management Fieldmen, Area Agri-culturists, Area and District Foresters, Area Engineers, Assistants to State Leaders, 4-H Club Specialists.)

Deck No. 2

Functions of Extension Specialists	I Emphasis <u>should be given</u> function					II Emphasis <u>currently being</u> given function					
	Major	Important	Intermediate	Minor	No	Major	Important	Intermediate	Minor	No	
Acting as an on-call source of information for <u>agents to phone or write on problems.</u>	5	4	3	2	1	5	4	3	2	1	51.
Backing up county programs with suitable state-wide publicity in the form of news releases, radio talks, TV programs, or other mass media techniques.	5	4	3	2	1	5	4	3	2	1	53.
Performing direct service type activities, such as making visits to an individual farm, home, or firm.	5	4	3	2	1	5	4	3	2	1	55.
Serving as a resource person to agents and county Extension councils in county program development.	5	4	3	2	1	5	4	3	2	1	57.
Advising research staff on the research needs and problems determined in the field.	5	4	3	2	1	5	4	3	2	1	59.
Training agents in subject matter, its application, and methods or presentation.	5	4	3	2	1	5	4	3	2	1	61.
Helping agents evaluate projects that have been carried out in specific subject-matter areas.	5	4	3	2	1	5	4	3	2	1	63.
Holding public meetings.	5	4	3	2	1	5	4	3	2	1	65.
Acting in a liaison capacity between Extension and industries in their field on new projects, recommendations, marketing, field tests, and research findings.	5	4	3	2	1	5	4	3	2	1	67.
Developing an interest at the county level in the specialist's subject-matter area where there is a need for this speciality.	5	4	3	2	1	5	4	3	2	1	69.
Developing and supplying to agents visual aids, leaflets, bulletins, and other materials that could be used by agents in carrying out county programs.	5	4	3	2	1	5	4	3	2	1	71.
Training lay leaders in subject matter, its application and methods of presentation.	5	4	3	2	1	5	4	3	2	1	73.
Reporting program progress and accomplishments.	5	4	3	2	1	5	4	3	2	1	75.
Keeping up to date on pertinent new developments and research in his subject matter area.	5	4	3	2	1	5	4	3	2	1	77.
Other (specify)	5	4	3	2	1	5	4	3	2	1	79.

FUNCTIONS OF COUNTY AGRICULTURAL AGENTS
(Includes County Agricultural Agents, Assistant County Agricultural Agents and male County Extension Agents.)

91

5 Deck No. 3

Functions of County Agricultural Agents	I Emphasis should be given function					II Emphasis currently being given function					
	Major	Important	Intermediate	Minor	No	Major	Important	Intermediate	Minor	No	
7. <u>Planning annual and long-time programs.</u>	5	4	3	2	1	5	4	3	2	1	18.
9. <u>Performing administrative functions, including budgeting, reporting, coordinating, office management and etc.</u>	5	4	3	2	1	5	4	3	2	1	20.
1. <u>Developing and maintaining good public relations.</u>	5	4	3	2	1	5	4	3	2	1	22.
3. <u>Coordinating University and U.S.D.A. programs at the county level.</u>	5	4	3	2	1	5	4	3	2	1	24.
5. <u>Training leaders.</u>	5	4	3	2	1	5	4	3	2	1	26.
7. <u>Relaying needs of the people to the University.</u>	5	4	3	2	1	5	4	3	2	1	28.
9. <u>Providing specific information on agriculture, and/or home economics and/or club work and related subjects to the people.</u>	5	4	3	2	1	5	4	3	2	1	30.
1. <u>Acting as secretary and/or performing services for associations, fairs, shows, camps, etc.</u>	5	4	3	2	1	5	4	3	2	1	32.
3. <u>Assisting in the development of the community and its resources.</u>	5	4	3	2	1	5	4	3	2	1	34.
5. <u>Organizing and coordinating clubs, units, and/or special interest groups.</u>	5	4	3	2	1	5	4	3	2	1	36.
7. <u>Helping specialists evaluate projects that have been carried out in specific subject matter areas</u>	5	4	3	2	1	5	4	3	2	1	38.
9. <u>Reporting program progress and accomplishments.</u>	5	4	3	2	1	5	4	3	2	1	40.
1. <u>Evaluating quality and quantity of county staff performance.</u>	5	4	3	2	1	5	4	3	2	1	42.
3. <u>Keeping up to date in subject matter and teaching methods.</u>	5	4	3	2	1	5	4	3	2	1	44.
5. <u>Other (specify)</u>	5	4	3	2	1	5	4	3	2	1	46.

FUNCTIONS OF COUNTY HOME ECONOMICS AGENTS

92

(Includes County Home Economics Agents, Ass't. and Assoc. County Home Economics Agents and female assistant County Extension Agents.)

Deck No. 3

Functions of County Home Economics Agents	I Emphasis should be given function					II Emphasis currently being given function					
	Major	Important	Intermed.	Minor	No	Major	Important	Intermed.	Minor	No	
1. <u>Planning annual and long-time programs.</u>	5	4	3	2	1	5	4	3	2	1	49.
1. <u>Performing administrative functions, including budgeting, reporting, coordinating, office management and etc.</u>	5	4	3	2	1	5	4	3	2	1	51.
1. <u>Developing and maintaining good public relations.</u>	5	4	3	2	1	5	4	3	2	1	53.
1. <u>Coordinating University and U.S.D.A. programs at the county level.</u>	5	4	3	2	1	5	4	3	2	1	55.
1. <u>Training leaders.</u>	5	4	3	2	1	5	4	3	2	1	57.
1. <u>Relaying needs of the people to the University.</u>	5	4	3	2	1	5	4	3	2	1	59.
1. <u>Providing specific information on agriculture, and/or home economics and/or club work and related subjects to the people of the county.</u>	5	4	3	2	1	5	4	3	2	1	61.
1. <u>Acting as secretary and/or performing services for associations, fairs, shows, camps, etc.</u>	5	4	3	2	1	5	4	3	2	1	63.
1. <u>Assisting in the development of the community and its resources.</u>	5	4	3	2	1	5	4	3	2	1	65.
1. <u>Organizing and coordinating clubs, units, and/or special interest groups.</u>	5	4	3	2	1	5	4	3	2	1	67.
1. <u>Helping specialists evaluate projects that have been carried out in specific subject matter areas.</u>	5	4	3	2	1	5	4	3	2	1	69.
1. <u>Reporting program progress and accomplishments.</u>	5	4	3	2	1	5	4	3	2	1	71.
1. <u>Evaluating quality and quantity of county staff performance.</u>	5	4	3	2	1	5	4	3	2	1	73.
1. <u>Keeping up to date in subject matter and teaching methods.</u>	5	4	3	2	1	5	4	3	2	1	75.
1. <u>Other (specify)</u>	5	4	3	2	1	5	4	3	2	1	77.

FUNCTIONS OF COUNTY CLUB AGENTS
(Includes County Club Agents and
Assistant County Club Agents)

93

Deck No. 4

Functions of County Club Agents	I Emphasis should be given function					II Emphasis currently being given function					
	Major	Important	Intermediate	Minor	No	Major	Important	Intermediate	Minor	No	
<u>Planning annual and long-time programs.</u>	5	4	3	2	1						18.
<u>Performing administrative functions, including budgeting, reporting, coordinating, office management and etc.</u>	5	4	3	2	1						20.
<u>Developing and maintaining good public relations.</u>	5	4	3	2	1						22.
<u>Coordinating University and U.S.D.A. programs at the county level.</u>	5	4	3	2	1						24.
<u>Training leaders.</u>	5	4	3	2	1						26.
<u>Relaying needs of the people to the University.</u>	5	4	3	2	1						28.
<u>Providing specific information on agriculture and/or home economics and/or club work and related subjects to the people of the county.</u>	5	4	3	2	1						30.
<u>Acting as secretary and/or performing services for associations, fairs, shows, camps, etc.</u>	5	4	3	2	1						32.
<u>Assisting in the development of the community and its resources.</u>	5	4	3	2	1						34.
<u>Organizing and coordinating clubs, units, and/or special interest groups.</u>	5	4	3	2	1						36.
<u>Helping specialists evaluate projects that have been carried out in specific subject matter areas.</u>	5	4	3	2	1						38.
<u>Reporting program progress and accomplishments.</u>	5	4	3	2	1						40.
<u>Evaluating quality and quantity of county staff performance.</u>	5	4	3	2	1						42.
<u>Keeping up to date in subject matter and teaching methods.</u>	5	4	3	2	1						44.
<u>Other (specify)</u>	5	4	3	2	1						46.

THE ROLE OF THE DISTRICT AGRICULTURAL AGENT
IN THE KANSAS EXTENSION SERVICE

by

WILLIAM CLAY HUNDLEY, JR.

B. S. Kansas State University, 1951

AN ABSTRACT OF A MASTERS THESIS

submitted in partial fulfillment of the

requirements for the degree

MASTER OF SCIENCE

College of Education

KANSAS STATE UNIVERSITY
Manhattan, Kansas

1967

University of Kansas
Manhattan, Kansas

ABSTRACT

Title of Thesis: THE ROLE OF THE DISTRICT AGRICULTURAL
AGENT IN THE KANSAS EXTENSION SERVICE

William Clay Hundley, Jr., Master of Science, 1967

Thesis directed by: Robert L. Johnson, Assistant Professor

The purpose of the study was to determine the role of the district agricultural agent in the Kansas Extension Service. This was part of a broader study to determine the role of all Kansas Extension Service personnel.

The data were collected by a mailed questionnaire developed around fifteen broad functions for extension supervisors, district agricultural agents in Kansas, as shown in the appendix. The functions were identified in similar extension studies. The questionnaire was mailed November 14, 1964.

Response by personnel groups was extension administrators 82.6 per cent; district agricultural agents 100.0 per cent; district home economics agents 100.0 per cent; county agricultural agents 92.3 per cent; county home economics agents 83.0 per cent; and county club agents 90.0 per cent.

The functions were evaluated by extension personnel in each of two ways (a) on the basis of the emphasis that was given each function and (b) on the basis of the emphasis that each function should receive.

Data were analyzed by the use of percentages and chi-square to determine if the difference between the emphasis given a function and the emphasis it should be given as perceived by the personnel groups. Significance was established at the .05 level. When there was

significance at the .02 and the .01 levels, they were reported.

The following functions should be given increased emphasis by the district agricultural agent as perceived by all personnel groups: cooperative relations with boards, organizations, and agencies; counseling in regard to professional problems; assisting in developing county extension programs; evaluating county staff; and keeping up to date in supervision.

Public relations should receive increased emphasis as a function of the district agricultural agent according to all personnel groups except the extension administrators.

The county club agents were the only personnel group who did not indicate that increased emphasis should be given assisting in determining program progress as a function of the district agricultural agent.

None of the personnel groups indicated that county financial support should be given increased emphasis by the district agricultural agent.

The district agricultural agents were the only personnel group that indicated counseling in regard to personal problems should be given increased emphasis.